

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

January 5, 1965

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Cost Reduction

President Johnson has assigned top priority to cost reduction in the Federal government. He underscored this most emphatically in an address preceding his personal presentation of awards to a number of Federal employees for outstanding cost-cutting contributions at a special ceremony in Constitution Hall on December 4, 1964.

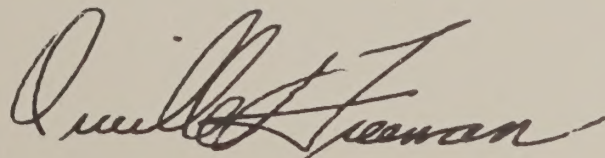
A copy of the President's address is attached. I want you to ponder his statements carefully. They are clear and straightforward.

We must continue to help significantly in the President's effort. I would like each of you to see that every manager in your agency has, and reads, a copy of both this memorandum and the President's remarks. Then, I would like each of you, working with these same managers, to start setting cost-cutting goals for your agency in the months ahead. We will need to be discussing these goals and their dollar values in the very near future.

Let me add further that in some cases we are at the point where decisions to effect economies or cut operations are getting more difficult. But that doesn't mean we stop trying, it only means we work harder. I know you realize that we will have to have these savings if we are to carry forward the many new tasks this Department will be called upon to perform in the years immediately ahead.

If decisions need to be made at the Department level or higher, I want to be advised. We will act accordingly.

On another occasion I congratulated those of you who helped put the Department of Agriculture in first place among non-Defense Cabinet-level departments in terms of cost reduction realized during the first quarter of Fiscal Year 1965. I know you want the Department of Agriculture to remain in this lead position. With each of you contributing, I'm sure we can. Our reputations as prudent managers of the public's business require it.



Attachment

December 4, 1964

OFFICE OF THE WHITE HOUSE PRESS SECRETARY

THE WHITE HOUSE

REMARKS OF THE PRESIDENT
AT THE INCENTIVE AWARDS CEREMONY
CONSTITUTION HALL

(AS ACTUALLY DELIVERED AT 11:52 AM EST)

Director Gordon, Chairman Macy, Members of the Cabinet, Ladies and Gentlemen

This is an opportunity that I welcome. A President's day is never long enough for all the things that he might like to do. I would like to get out and meet with the people who work with me. I would like to see more of the men and women who are in charge of the bureaus. I would like to just sit and talk with them, listen to their ideas, perhaps get them to listen to some of mine. I should like to meet with employees, to discuss ways to keep government service alert and proud. I so much want our government service to be strong. I want it to have those qualities that make this a great and a decent country. I want it to be compassionate. I want it to be human, yet free of venality. I want it never to take itself for granted because that is the mark of a bad servant. An unmistakable sign of integrity in government is a sense of responsibility to the taxpayers.

I have said I believe in the tight fist and the open mind -- a tight fist with money and an open mind to the needs of America. I want us to keep up with the times, but keep our feet on the ground. I want that same state of mind to prevail in every Department and in every bureau of this government.

I expect to find it at every level of responsibility, from Cabinet members down to the newest and the youngest recruit. I want every supervisor to remember that your example is really what determines the attitudes of the men and the women who work with you. You are the officers of the line who lead the way and bear the burden and the responsibility. A man will sometimes think that because his rank is modest he is insignificant in the great scheme of things. But I have read what Nehru said as he worked with his colleagues and the British Ambassador on plans for a free India:

"You know, we are small men and unimportant.
But the cause in which we work is great --
and some of that greatness touches each of us."

(more)

That is the whole spirit of the public service with which I have been so proud to have been associated all of my adult life. When I became your President one year ago, I assigned top priority to efficiency and economy in government. I pledged that we would root out waste and inefficiency wherever we found it. I believe we have made good on that pledge. I believe we have the people's confidence in our sincerity. But we must continue to earn that confidence. Controlling waste is somewhat like bailing a boat: You have to keep at it. I have no intention of easing up on my insistence on getting a dollar of value for each dollar we spend.

Economy once in a while is just not enough. We have our work cut out for us in the years ahead. I have asked all Americans to join in creating the Great Society. The abundance of this great land must be put to work for the benefit of all of our people. We must eliminate poverty. We must wipe out discrimination. We must provide education and employment opportunities. We must help to create great cities. We must conserve the land and the open spaces, and we must serve all of our people all the time.

I do not think that any of this is beyond the reach of a purposeful and a resourceful people.

Theodore Roosevelt said that the President must be steward of all the people. So government will play its proper part in this important work, and we cannot advance if our way is blocked with the debris of inefficiency or obsolescence, or downright waste. We can afford only the essential. Whatever fails to meet that test must be put aside. This is why we are closing defense installations that we no longer need. This is why I have ordered every Department to install a cost reduction program patterned after the biggest Department in terms of employees -- the Defense Department -- and in terms of budget. This is why I am prepared to do whatever is necessary to stop spending scarce dollars on programs and services which have outlived their day.

We are going to put "thrift" back in the dictionary. As President, I can, and I will, make the major decisions on holding total spending to the rock bottom. But most of the opportunities to increase efficiency and to find less costly ways to do business occur in the work that you do every day. And here is where I just must look to you and rely on you, because no one person can do this.

I want your help. I want every supervisor, I want every employee, to continually ask themselves two questions: What is it costing to do this work? Is there a way to do it as well or better that would cost less?

I want you to think of your bureau or your unit as though it were your own little private business. Would you have as many employees on your personal payroll? Would you be willing to write them checks every two weeks, the same amount that you are writing them with Uncle Sam's name signed? If they were working for you, would they be producing more? Could you make a profit with the practices that you are following? Where would you start to cut expenses if you didn't?

After all, really this is your business. You are the ones that are supporting it with your deducts, with your taxes, and you ought to be concerned with it. This is what a manager is there to do, and it is why I like to see tough-minded but fair people come into government, with business experience. They are accustomed to market competition where quality and low unit costs make the difference between swimming and sinking. They can bring that state of mind to the management of the public's business. Where they do, everybody benefits.

But I am convinced that we have career managers in government who are just as good as any managers in private business. I see evidence of this every day as our cost reduction program produces improvements and savings. And what I want you to understand this morning is that these talents must now be put to work at full capacity.

I am asking for your help. I am asking for your cooperation. I am asking for your very best effort. And you will have the gratitude of your country and the gratitude of your President.

Today we observe the 10th year of the Incentive Awards Program. We honor the government employees who have been diligent in seeking ways to reduce costs, and diligent in increasing efficiency. This Program has achieved much. In a single year it produced 118,500 employee suggestions which were adopted. Its potential is vast.

Now I want to see another new record set in the coming 12 months. I have faith in you and I trust you, and I believe in you. Therefore, I just know you will do it.

Thank you very much.

END

(12:03 PM EST)

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

February 10, 1965

MEMORANDUM TO ALL EMPLOYEES

Brotherhood Week
February 21 - 28, 1965

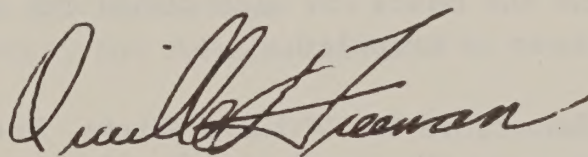
The President has again agreed to serve as Honorary Chairman of Brotherhood Week. (See his memorandum of January 29, 1965, on reverse side.)

The event is sponsored by the National Conference of Christians and Jews. It has been observed for over thirty years.

I am asking each of you to participate in a meaningful observance of this important week in the community where you live - and in your daily work throughout the year. We must emphasize the need for working together and living up to the guiding principle set forth by George Washington and quoted in the President's message:

"To bigotry no sanction, to persecution no assistance."

Each person shares in keeping America strong. I ask each of you to rededicate yourself to the unified effort that will keep America strong.



Attachment

THE WHITE HOUSE

WASHINGTON

January 29, 1965

MEMORANDUM FOR THE HEADS
OF EXECUTIVE DEPARTMENTS AND AGENCIES

Once again this year it is my privilege to serve as Honorary Chairman of Brotherhood Week.

Brotherhood Week is, as you know, observed during the week of George Washington's birthday, since it was the Father of Our Country who set forth the principle which guides us still, "To bigotry no sanction, to persecution no assistance."

In the period February 21 through February 28, it is my hope that all associated with the Federal Government will make special effort to give Brotherhood Week 1965 added meaning in their offices, communities, neighborhoods and homes. The greater unity of our diverse society is a goal toward which we, particularly, should labor and lead without ceasing.

Strong differences among our people have made our democracy dynamic. But when disagreement degenerates into discrimination, when firm conviction corrodes into bigotry, when healthy differences become the basis for sick divisions, America's strength is sapped and our cause is crippled.

The Honorable W. Willard Wirtz, Secretary of Labor is serving as Government Chairman for Brotherhood Week 1965. Secretary Wirtz and the offices of the National Conference of Christians and Jews throughout the country will welcome the opportunity to assist you and your employees in planning for the meaningful observance of this important week this year.

I hope that each Department and Agency will, in its own way, undertake during this week to emphasize the need for all citizens to work throughout 1965 toward the fuller realization of a decent society, respectful of differences of ethnic background, race and religion and responsive to the goal of equal opportunity for every citizen.

/s/ Lyndon B. Johnson

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

March 2, 1965

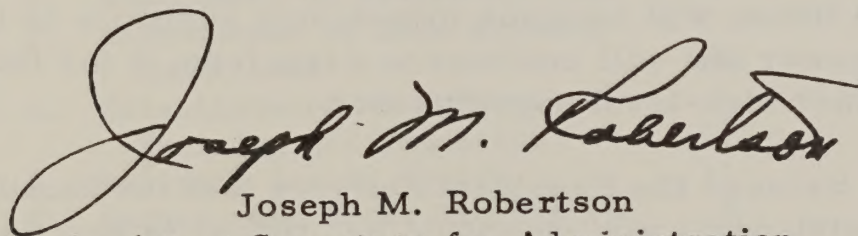
MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Highly Qualified Women for Service in the Federal Government

The President expects to continue his "talent search for womanpower." President Johnson has said, "I am insisting that women play a larger role in this Government's plans and programs."

On the reverse of this memorandum is a copy of a Memorandum for the Heads of Executive Departments and Agencies signed by John W. Macy, Jr., Chairman, U. S. Civil Service Commission.

We are anxious that the U. S. Department of Agriculture draw from The White House bank of talented women in every possible way. The Office of Personnel will work with Agencies in obtaining the names and background information on candidates for high-level positions and Departmental Advisory Committees.

A handwritten signature in dark ink, reading "Joseph M. Robertson". The signature is fluid and cursive, with a large initial "J" and a stylized "R".

Joseph M. Robertson
Assistant Secretary for Administration

THE WHITE HOUSE

Washington

January 12, 1965

MEMORANDUM FOR

THE HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES.

The President's search for highly qualified women for service in the Federal government which was begun nearly a year ago has resulted in an extraordinary bank of talent and excellence.

The names of thousands of women -- educators, scientists, sociologists, civic workers, business executives -- have been sent to the White House during the past year by officials of State, local and Federal government, members of Congress, professional organizations, and interested citizens on all levels of American life. From this vast assemblage of talent and knowledge, seventy-five appointments of women have been made by the President to responsible positions -- both advisory and full-time.

The White House will continue to welcome additions to its talent bank of womanpower and will continue to draw from it for future Presidential and other high-level appointments.

However, because the President believes that the knowledge and skills of these outstanding women should be utilized in every possible way, he has requested that the names of the most highly qualified of these women be made available to all Departments and Agencies. Although some of these women hold full-time, responsible positions in their local communities, they would be particularly appropriate for appointment to Departmental Advisory Committees. Others, while extremely well-qualified, are not quite Presidential level at this time.

Your cooperation in drawing from The White House bank of talented women will be another forward step in the President's campaign to improve the Status of Women in government and will be most appreciated by all those who have been working on this special project for the President.

For the names and complete information on candidates for high-level and Departmental Advisory Committees, please contact me.

/s/ John W. Macy, Jr.

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D. C. 20250

March 3, 1965

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

President's Safety Award for 1964

We have qualified again as a nominee for the President's Safety Award. The nomination is based upon a weighted combination of the percent change in the disabling injury - frequency rate and the percent change in the average days charged per disabling injury. The percent change is determined by comparing a single year (1964) with the three year moving rate (1961-1963) as determined by the Bureau of Employees' Compensation.

In addition to meeting this statistical requirement which can result in a maximum score of 40 points, we must submit a program exhibit that satisfies all six of the following program elements with potential maximum scoring as follows:

1. Management Leadership	16
2. Assignment of Responsibility	7
3. Maintenance of Safe Working Conditions	11
4. Establishment of Safety Training and Education	12
5. Accident Record System	11
6. Medical and First Aid System	3

Attached is a guide which the panel of outside judges will use in evaluating our program.

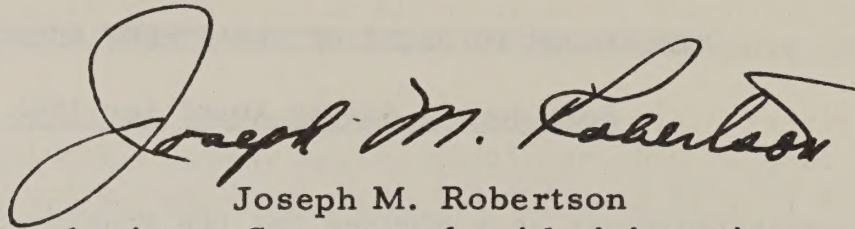
I request that you deliver to Henry Shepherd, Department Safety Officer, in Room 310-W, Administration Building by March 19 (earlier if possible):

- . A separate concise agency statement on agency letterhead that meets the requirements in the attached guide for each of the above program elements (in duplicate).
- . A covering Agency Head memorandum addressed to me highlighting your agency safety program (in duplicate).
- . Appropriate exhibits bound separately for each program element (one copy).

The Department is highly honored to be nominated for this 1964 Award. We were nominated for it in 1962 and didn't win.

While we have obviously continued to improve - and this is important - we do want to win.

Please give this request your prompt attention and best effort.

A handwritten signature in dark ink, reading "Joseph M. Robertson". The signature is fluid and cursive, with a large initial "J" and a stylized "R".

Joseph M. Robertson
Assistant Secretary for Administration

Attachment

PRESIDENT'S SAFETY AWARD FOR 1964

GUIDELINES FOR PROGRAM EXHIBITS

The guidelines were developed by an ad hoc Committee of the Federal Safety Council's Advisory Board. The original purpose was to assist the judges in the task of reviewing the accident prevention programs submitted by the Agency nominees. It was felt that the breaking down of the major program elements into sub-elements would be of considerable help in their evaluation of these programs.

The Advisory Board members after reviewing the material, decided that it should also be made available to the agencies receiving nominations. It is for this purpose that the attached pages were prepared.

The 1964 contest year program elements will be weighted as follows:

Management Leadership	16 points
Assignment of Responsibility	7 "
Maintenance of Safe Working Conditions	11 "
Safety Training and Education	12 "
Accident Records	11 "
Medical and First Aid	3 "

MANAGEMENT LEADERSHIP

1. Did a published policy issued by the agency head exist throughout the contest year?
2. Is the agency policy clear, concise, direct and all inclusive in scope?
3. Is the agency policy broadly publicized to assure that it is known and understood by all concerned?
4. Is basic policy supported by guidance and instructions concerning organization, scope, responsibilities, functions, personnel, standards and awards?
5. Is the agency adequately staffed with safety personnel to assure a continuing safety effort?

Headquarters?

Subordinate echelons, activities and units?

6. Has agency provided adequate funds for aggressive and continuous safety programming?
7. Does the agency have operating safety rules and regulations?

8. Does the agency support the Federal Safety Council in holding offices, attendance at meetings, committee in project activities?
9. Are program objectives established and areas of special emphasis identified on an annual basis?
10. Are program objectives and performance reviewed and analyzed at regular periodic intervals?
11. Has top management given adequate expression of its interest and support of aggressive accident prevention throughout the year?
12. How often are regular and special reports on the agency accident record prepared for and reviewed by top management?
13. Does top management follow up on departments or units with poor or unacceptable accident records?

ASSIGNMENT OF RESPONSIBILITIES

1. Do organization charts reflect a clear cut line of organizational authority and responsibility?
2. Do program directives relate the line of normal organizational responsibility to the agency program to prevent accidents?
3. Do agency instructions identify responsibility for funding, assignment of personnel, organizational placement, functions, reviews, councils, programming and coordination?
4. Are duty requirements (responsibilities) of safety personnel at all levels spelled out in details?
5. Are safety responsibilities of all headquarters staff elements clearly delineated?
6. Are the safety responsibilities of first line superiors and employees emphasized?

MAINTENANCE OF SAFE WORKING CONDITIONS

1. Do program documents provide for a regular and orderly procedure of safety inspections?
2. Does each echelon from units to agency headquarters utilize inspection schedules?
3. Are deficiencies noted and official recommendations submitted?

4. Are inspection reports given appropriate and timely follow-up reviews?
5. Are inspection procedures implemented objectively and qualitatively as well as quantitatively?
6. Are accident reports used to identify and correct unsafe conditions?
7. Are provisions made for the supply and use of adequate and approved protective clothing and equipment.
8. Is a safe and healthy place to work provided including safe equipment, safe tools and guarded machinery; physical conditions such as ventilation, light, noise?
9. Are Operations and Process planned and arranged with careful attention to safety?

ESTABLISHMENT OF SAFETY TRAINING AND EDUCATION

1. Has the agency provided broad guidelines and instructions for general and specific safety training of personnel?
2. Does the agency provide a systematic quality program designed to keep caution alive in the minds of personnel?
3. Is safety training integrated into broad agency training of supervisors?
4. Is safety training included in orientation of new employees? Is safety stressed as an integral part of on-the-job instructions?
5. Are special safety training programs developed and disseminated throughout the agency?
6. Is a systematic and energetic follow-up made of safety training programs to evaluate training effectiveness?
7. Is special career training given to agency safety personnel designed to improve their performance as safety advisers?
8. Are safety contests and award programs utilized to promote safety education?
9. Are accident reports used to identify training needs?

ACCIDENT RECORD SYSTEM

1. Does the agency possess a firm policy and definitive procedures and instructions for reporting accidents?
2. Are reporting procedures compatible with the Bureau of Employees' Compensation laws and administrative directives for reporting injuries?

3. Does the reporting system prescribe internal checks to insure efficient processing of reports prescribed by law?
4. Does the reporting system prescribe that accident reports be reviewed at and approved by higher levels of supervision?
5. Does the reporting system require thorough and complete investigation of accidents?
6. Are accident reports combined for analyses and identification of common factors of causation, accident agency and activities?
7. Does the accident reporting system prescribe for the periodic review of accident data and causation analysis?
8. Does the agency disseminate accident data and causation analysis to subordinate echelons?
9. Does the reporting system provide for accident analysis at installation and regional levels?
10. Are BEC and agency injury reports reviewed for comparability of information?

MEDICAL AND FIRST-AID SYSTEMS

1. Does the agency provide adequate and timely first aid and medical treatment of injured personnel?
2. Does the agency conduct health and sanitation surveys?
3. Does the agency conduct a preventive medicine program for its personnel?

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

March 18, 1965

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Handling of Presidential Correspondence

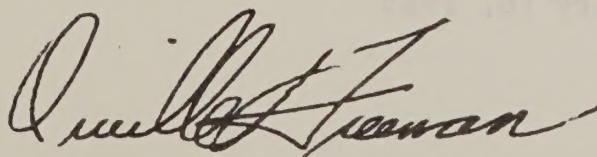
President Johnson has again expressed his very deep interest and concern in the handling of Presidential correspondence. He discussed this matter at a recent Cabinet meeting and also arranged for a White House briefing of other Department and Agency officials.

The President has indicated that all Presidential mail should (1) be answered promptly, (2) be responsive and informative, (3) be written in understandable language, and (4) reflect the concern and interest of the Government in the correspondent's problem. Replies should be made within 2 days after being received in the Department. If a detailed reply cannot be made within this period, an acknowledgement should be sent and the final reply made within 5 days. In cases where information from the field is required or an investigation must be pursued, additional time will be required. In all such cases these letters must be acknowledged promptly and, if possible, indicate when the final reply will be made.

The attached White House memorandum outlines some of the basic guidelines and re-emphasizes the need for prompt handling.

Our present procedures for handling Presidential mail to be signed in the Secretary's office are adequate and working satisfactorily. We expect the same timely and appropriate handling to be adopted for correspondence signed at the Administrator or Acting Administrator level. The President has requested all mail be signed at least at this level; also all letters having a legible address should be acknowledged. Letters to be signed in the agency will be referred in essentially the same manner as now used to refer Congressional correspondence. Likewise, we would appreciate your sending a copy of your reply to Secretary's Records.

I hope you will impress upon all your employees the real necessity that our correspondence be handled appropriately and expeditiously. If you have any questions regarding the handling of Presidential mail, please contact Mr. Skoglund on Extension 5744.



Attachment (on reverse)

THE WHITE HOUSE

Washington

MEMORANDUM FOR CABINET MEMBERS AND AGENCY HEADS

On February 3, 1964, the President sent to you a personal memorandum regarding the handling of White House mail referred to Departments or Agencies for response.

The volume of mail addressed to the President is increasing sharply. The White House referrals are increasing proportionately. While the President wishes to discuss this fully at the next meeting of the Cabinet, he has asked that the 1964 memorandum be supplemented immediately with the following:

1. That referred correspondence addressed to the President be replied to within 48 hours, excluding weekends and holidays.
2. That where initial acknowledgments are used, promising substantive responses later, such follow-up letters should be dispatched within five working days.
3. That all correspondence reflecting adequate return addresses be acknowledged with appropriate replies.

The special situations arising from unusually heavy mail flows regarding legislation, public issues or news developments may in some instances require improved procedures to assure that this prompt handling of White House referrals is accomplished efficiently and economically.

A report would be appreciated by February 20 on both the status of White House referrals currently at your Department or Agency and on innovations your offices find effective in meeting heavier-than-usual flows of White House and Congressional referrals.

Horace Busby
Special Assistant to the President

February 16, 1965

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

March 25, 1965

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Report on Interagency Committees

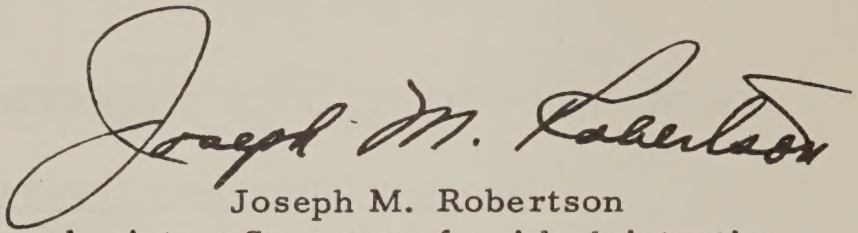
The President has recently made clear his strong desire that the executive branch make efficient and effective use of interagency (interdepartmental) committees. In a recent letter, the Director of the Bureau of the Budget stated that the President indicated "his belief that interagency committees are desirable if used properly, but that if misused or neglected they can waste time, delay action, and result in undesirable compromise. He further stated that interagency committees which are not clearly accomplishing valid and useful purposes should be reformed or abolished."

The letter from the Budget Director further states that "The President has asked each agency head, in connection with the April 30 report under Budget Bureau Circular A-63, to assess the value, contribution, and continuing need for each interagency committee in which his agency participates, either as chairman or member. The President has indicated that he will review these reports personally."

The Bureau of the Budget has furnished supplementary instructions for preparation of the reports under Circular A-63. Attached are (1) an excerpt from the Budget Director's letter to the Department on this subject and (2) a copy of the supplementary instructions for the preparation of the reports under Circular A-63. In order to enable the Department to prepare a consolidated report on this matter, please submit the information requested to the Office of Budget and Finance not later than April 15, 1965.

The Bureau of the Budget has given the Department a list of committees chaired by the Department on which questions have been raised regarding the need for their continued existence. Listings of these committees will be sent by the Office of Budget and Finance directly to the agencies concerned.

Questions on this report should be referred to Mr. John L. Wells,
Office of Budget and Finance, extension 4580.

A large, stylized handwritten signature in dark ink, reading "Joseph M. Robertson". The signature is fluid and cursive, with the first name "Joseph" being particularly prominent.

Joseph M. Robertson
Assistant Secretary for Administration

Attachments

Excerpt from letter from
Director of the Bureau of the Budget
to
Secretary of Agriculture

"The President has also urged agency heads to apply the following policies in the establishment of interagency committees:

- "1. Discourage and resist the creation of interagency committees by statute. (See section 2e of Circular A-63 for background information.)
- "2. In creating committees, make it a practice to specify -- at the time of creation -- a time for termination.

"The management of interagency committees would be greatly aided if officers responsible for committees could determine in every case whether a committee is the best way to accomplish coordination or liaison. If the alternatives are carefully considered, it may be found that a few meetings or informal consultation will achieve the same purposes. Particularly in the case of two-agency committees, the appointment of liaison officers should be considered instead of a committee. If the subject matter is carefully considered, it may also be found that a number of agencies which might be considered for membership may have only a limited or peripheral interest in the problem and could be invited to attend meetings only when necessary."

March 1965

Supplementary Instructions
for reports under
Bureau of the Budget
Circular A-63

The following instructions are issued as a supplement to the annual reporting requirements under Circular A-63, due April 30, 1965. They are designed to obtain certain additional data along with the Agency reports on the basis of which the Bureau of the Budget will prepare information requested by the President at the Cabinet meeting on February 25. They also clarify some of the instructions in A-63 about which questions arose during last year's review.

1. The regular report required under Circular A-63, Section 6, should be transmitted by the head of the agency and should be supplemented by the following information:

- a. A statement that an assessment has been made of the agency's participation in, as well as chairmanship of, interagency committees and that the report reflects steps taken or recommendations to eliminate or modify all unnecessary or outmoded interagency committee activities. In view of the President's desire that the work of all committees be continuously reviewed, it is suggested that committees extended under section 2g at the time of last year's report be reviewed to ascertain whether they should be continued. No specific report on such review will be required, however, under section 6 this year.
- b. A list of the names of committees chaired by the reporting agency, that have been abolished during fiscal year 1965.
- c. A list of recommendations made by the reporting agency to chairing agencies suggesting changes in the terms of reference or the abolishment of committees.
- d. A list of committees where the reporting agency has withdrawn from regular membership.

2. The regular report under A-63 will be prepared in accordance with the same provisions as last year. The following will clarify some of the issues raised in the course of the 1964 review:

- a. Under section 6a and 6b, report the names of all such committees each year, even though recommendations are required in alternate years only.
- b. The requirement to report on or obtain Budget Bureau approval for transfers of funds extends only to the direct support of the activities of a committee and its staff. It is not necessary to report under this section the support of projects that are endorsed or recommended by committees, but carried out under contract with one of the members.

- c. Section 6c requires certain narrative information to be supplied in support of intended continuation of committees beyond two years.
- d. Section 6d requires the number of all other committees; that is, those not already covered by sections 6a, b, and c.
- e. Where recommendations are required (as in 6a) or Budget Bureau approval is required (as in 6b) sufficient explanation should be supplied so that the Director of the Budget Bureau can determine what action would be appropriate under section 2g or section 2c of A-63.
- f. The current chairing agency of a committee should report on that committee to the Bureau of the Budget and make any recommendation or determination required under the circular, regardless of whether another agency is considered to be the sponsoring agency or to have the primary interest. The current chairing agency should consult with other interested agencies in reaching its conclusions. A committee which has dual chairmen should be reported by both agencies.
- g. As indicated in section 1 of the Circular, its provisions apply throughout to subcommittees in the same way as to committees. Thus, reports under 6a, b and c are to include subcommittees.
- h. The following tabulation should be prepared for those committees chaired by the agency, which are not reported under section 6a, b, and c.

	Standing Committees	Ad Hoc Committees	Total
No. of committees in existence on June 30 of the previous year.			
No. of committees created, or expected to be created, during the reporting year.			
No. of committees abolished, or expected to be abolished, during the reporting year.			
No. of committees to be in existence on June 30 of the current year.			

3. General Reminders:

- a. Is the designation of a committee management liaison officer current?
- b. Are field as well as headquarters committees included in your report?
- c. Have steps been taken to achieve uniformity of nomenclature to the extent provided in Section 5 of the Circular?
- d. Has provision been made for publication in the Federal Register of information required by section 2e?

4. Please provide FOUR (4) COPIES of your report.

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

April 12, 1965

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

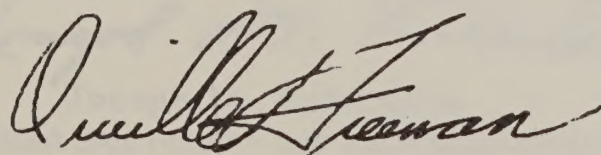
Financial Management Improvement

The Comptroller General of the United States has requested that each Department and agency review the status of its financial management improvement program, and give increased attention to improving accounting and financial management systems and procedures in order to provide all of the essential financial information needed for efficient and economical management.

Recently, the House Committee on Government Operations issued a report entitled "Submissions of the Agency Accounting Systems for GAO Approval" (House Report No. 179). This report emphasizes the importance of improved financial management and includes a letter from the Comptroller General which requests a review of agency efforts.

To assure that our accounting and financial reporting systems are making their maximum contribution to responsible and prudent management, I have directed the Office of Budget and Finance to make a special review of the current status of the systems being used in each agency and to report the results to me. This review will include the estimated time schedule for revision of accounting systems of each agency to fully meet the current requirements of the General Accounting Office.

Accounting and financial information is primarily a tool to assist you in carrying out your overall management responsibilities effectively. To be most useful, these systems must be designed to yield information which you and your subordinate managers need and will use in making decisions as well as to comply with the external requirements set by the General Accounting Office and other central government agencies. Each of you should participate personally and cooperate fully in conducting this review and in making any necessary revisions in your accounting and financial reporting systems.



April 12, 1955

MEMORANDUM TO HEAD OF DEPARTMENT AGENCIES

Financial Management Improvement

The Department General of the United States has requested that each Department and agency review the status of their financial management systems, identify areas of improvement, and give up to two months to improve their financial management systems and procedures in order to provide all of the essential financial information needed for efficient and economical management.

Recently, the House Committee on Government Operations issued a report entitled "Examination of the Agency Accounting Systems for the Department of Agriculture" (House Report No. 115). This report emphasizes the importance of improved financial management and includes a letter from the Comptroller General which requests a review of agency affairs.

To ensure that our accounting and financial reporting systems are providing their maximum contribution to responsible and prudent management, I have directed the Office of Budget and Finance to make a special review of the current status of the systems being used in each agency and to report the results in two months. This review will include the estimated time schedule for review of accounting systems of each agency to fully meet the current requirements of the Department Accounting Office.

Accounting and financial information is primarily a tool to assist you in carrying out your overall management responsibilities effectively. It should be most useful, therefore, if it is designed to yield information which you and your subordinates need and will use in making decisions as well as to comply with the external requirements set by the General Accounting Office and other external government agencies. Each of you should participate personally and cooperatively in conducting this review and in making any necessary revisions to your accounting and financial reporting systems.

W. L. Rouse

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

April 23, 1965

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Equal Employment - Civil Service Commission

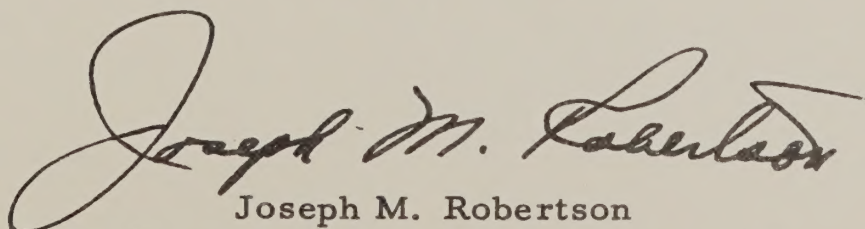
John Macy, Chairman, U. S. Civil Service Commission, has forwarded to us a copy of their Report on the Community Review of Equal Employment Opportunity for the Mississippi Gulf Coast Area.

During the course of the Community Review, the heads of local Federal activities in that region formed the Mississippi Coast Association of Federal Administrators as a basis for cooperative implementing of improvements in the general area of equal opportunity. The objectives of the Association are:

"To bring into closer relationship the representatives of the various Federal agencies and departments; to improve services and to promote efficiency and economy; and to promote better understanding of Federal policies and services among the general public in the Mississippi Coast Area."

Its membership includes the top officials representing Federal agencies in the six Mississippi Coast counties. Mr. E. A. Hiller, Director, Veterans Administration Center, was elected President of the Association.

This organization represents an important step toward cohesiveness among Federal Administrators in dealing with Negro leaders, both community and educational. I urge that you make known to your field administrators in the Mississippi Coast Area our continuing interest in the activities of the Association. The action programs of this group deserve our full support and active cooperation. Your field people in Mississippi may want to contact Mr. Hiller's organization and join with them in their efforts to strengthen Federal action toward better communication and service for all citizens in that area.



Joseph M. Robertson
Assistant Secretary for Administration

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

April 22, 1953

MEMORANDUM FOR THE SECRETARY OF AGRICULTURE

Re: Agricultural Extension Service

The following information was received from the Agricultural Extension Service, Bureau of Agricultural Extension, Department of Agriculture, Washington, D. C., on April 22, 1953.

During the course of the Agricultural Extension Service, the Bureau of Agricultural Extension, Department of Agriculture, Washington, D. C., has been working to develop a plan for the extension of agricultural knowledge and information to the farmer. The plan is being developed in cooperation with the various State Agricultural Extension Services. The plan is being developed in cooperation with the various State Agricultural Extension Services.

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Joseph H. Robertson
Assistant Secretary for Administration

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

April 26, 1965

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

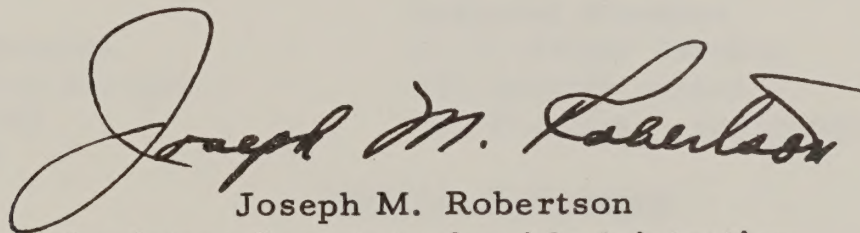
Federal Executive Boards

Reports coming in from the field show that many of our people are not informed about the Federal Executive Boards in their regions. Some don't know who the USDA member is.

The Secretary recently wrote each USDA Board member stating his continued interest in, and support of, the FEB system. He is very hopeful that the Boards will help greatly in our cost reduction efforts.

I wish you would see to it that your field employees are aware of the Boards, and what they do.

A current list of our Board members, and their locations, is attached.

A large, stylized handwritten signature in dark ink, reading "Joseph M. Robertson". The signature is fluid and cursive, with the first letter of each word being particularly large and prominent.

Joseph M. Robertson
Assistant Secretary for Administration

Attachment

April 22, 1965

MEMORANDUM FOR THE SECRETARY OF AGRICULTURE

Subject: [Illegible]

[Illegible text block]

[Illegible text block]

[Illegible text block]

[Illegible text block]

[Signature]
[Illegible text]
[Illegible text]

USDA REPRESENTATIVES ON FEDERAL EXECUTIVE BOARDS

Atlanta, Georgia

Mr. James K. Vessey
Regional Forester
U. S. Forest Service
50 Seventh Street, N.E.
Atlanta, Georgia 30323

Los Angeles, California

Dr. Arthur F. Eckert
Assistant Director
Meat Inspection Division
Agricultural Research Service
1255 Subway Terminal Building
417 South Hill Street
Los Angeles, California 90013

Boston, Massachusetts

Mr. Byron S. Peterson
Agricultural Statistician in Charge
New England Crop Reporting Service
Statistical Reporting Service
1305 Post Office Building
Boston, Massachusetts 02109

New York, New York

Mr. Andrew E. Seitz
Supervisor-in-Charge
Commodity Exchange Authority
44 Beaver Street, Room 1202
New York, New York 10004

Chicago, Illinois

Mr. Joseph Haspray, Director
Evanston ASCS Commodity Office
Agricultural Stabilization and
Conservation Service
2201 Howard Street
Evanston, Illinois 60202

Philadelphia, Pennsylvania

Mr. Richard Droege
Regional Forester
U. S. Forest Service
6816 Market Street
Upper Darby, Pennsylvania 19082

Dallas-Fort Worth, Texas

Mr. John J. Slaughter
Area Director
Food Distribution Division
Agricultural Marketing Service
500 South Ervay Street
Dallas, Texas 75201

San Francisco, California

Mr. Charles A. Connaughton
Regional Forester
U. S. Forest Service
630 Sansome Street
San Francisco, California 94111

Denver, Colorado

Mr. Fred A. Mark
State Conservationist
Soil Conservation Service
321 New Custom House
Denver, Colorado 80202

Seattle, Washington

Mr. Emery C. Wilcox
Agricultural Statistician in Charge
Field Operations Division
Statistical Reporting Service
348 Federal Office Building
Seattle, Washington 98104

Kansas City, Missouri

Mr. Theodore H. Anderson
Director
Management Field Office
Agricultural Stabilization and
Conservation Service
P. O. Box 205
Kansas City, Missouri 64141

St. Louis, Missouri

Mr. William B. Wood
Director
National Finance Office
Farmers Home Administration
1520 Market Street
St. Louis, Missouri 63103

UNITED STATES DEPARTMENT OF AGRICULTURE

NEW YORK, CALIFORNIA

ALBANY, GEORGIA

Mr. James H. Jones
National Bureau
U. S. Forest Service
50 Seventh Street, N.W.
Washington, D.C. 20503

Mr. James H. Jones
National Bureau
U. S. Forest Service
50 Seventh Street, N.W.
Washington, D.C. 20503

NEW YORK, NEW YORK

Mr. James H. Jones
National Bureau
U. S. Forest Service
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Washington, D.C. 20503

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Washington, D.C. 20503

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

April 26, 1965

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Mission Safety-70 - Injury and Cost Reduction Goals

President Johnson made it abundantly clear that Mission Safety-70 is aimed to: save lives - reduce injuries - reduce waste - increase efficiency - and prevent property damage.

An accident means "something went wrong." Production is interrupted. Schedules are fouled up. Planning is hampered. Money for constructive programs is diverted to patch up the people and the property, to bury the victims and to partially compensate for what shouldn't have happened.

Stepped-up safety effort will prevent "the most senseless kind of waste" and President Johnson has avowed this to be "one of the principal managerial aims of this Administration."

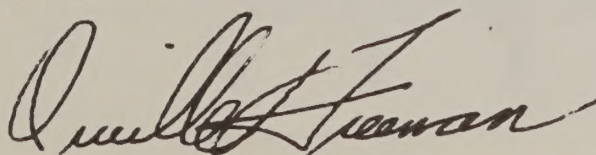
Secretary's Memorandum No. 1571 directed "aggressive accident prevention effort" by every official and every person engaged in the work of the Department. Translating this into action calls for executive and supervisory leadership. It calls for cooperation and support of employee organizations. It requires constant vigilance, effective action, and sustained effort by each Federal worker.

The USDA injury cost reduction record of \$5,232,337 for the period 1961-63 is shown on the next page. The All-Federal upward cost record appears on page 3. The Mission Safety-70 goal chart for USDA appears on page 4.

An average reduction of at least 5% each year is required to reach the goal. The Department frequency rate must be reduced from 9.4 to 6.6 by 1970.

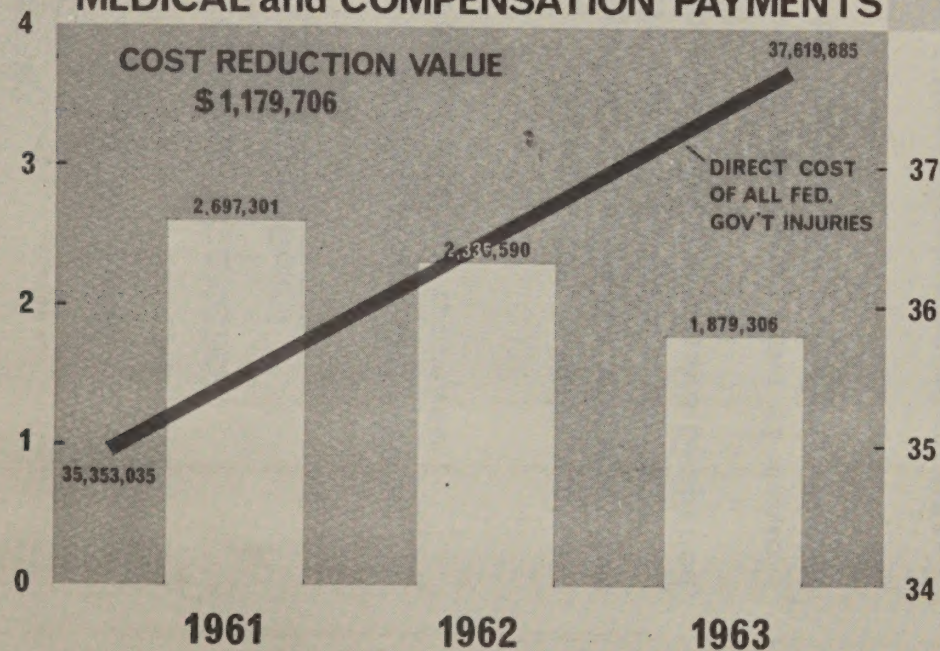
In accord with President Johnson's commitment - "I intend to see to it that the Federal Government will do everything in its power to prevent accidents" - you are requested to:

- . establish agency goals geared to Mission Safety-70 - and
- . cause the necessary action to be taken to reach the goals at the earliest possible date.

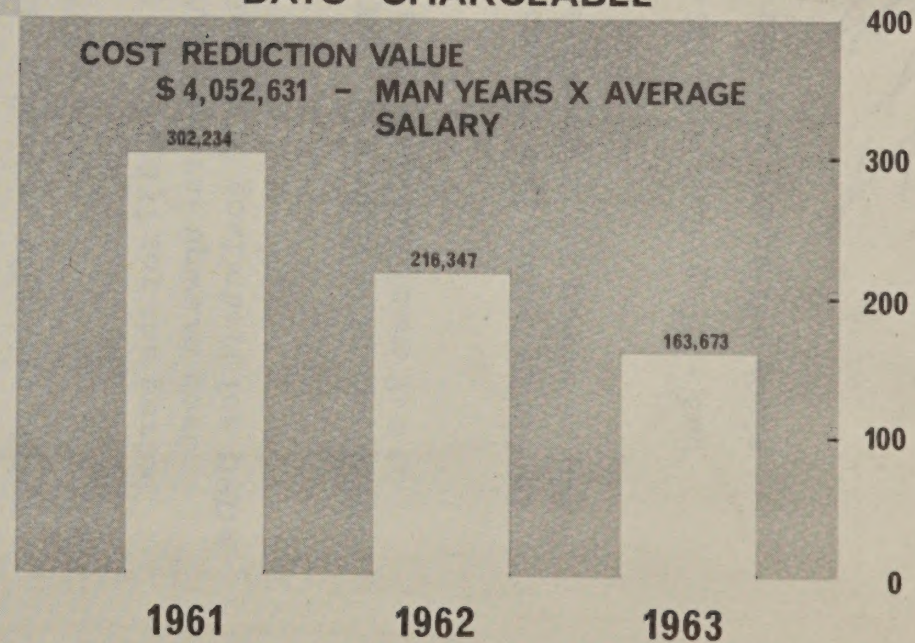


**U.S. DEPARTMENT OF AGRICULTURE
INJURY COST REDUCTION
BY AGGRESSIVE SAFETY PROGRAM
\$ 5,232,337**

**DIRECT COSTS -
MEDICAL and COMPENSATION PAYMENTS**



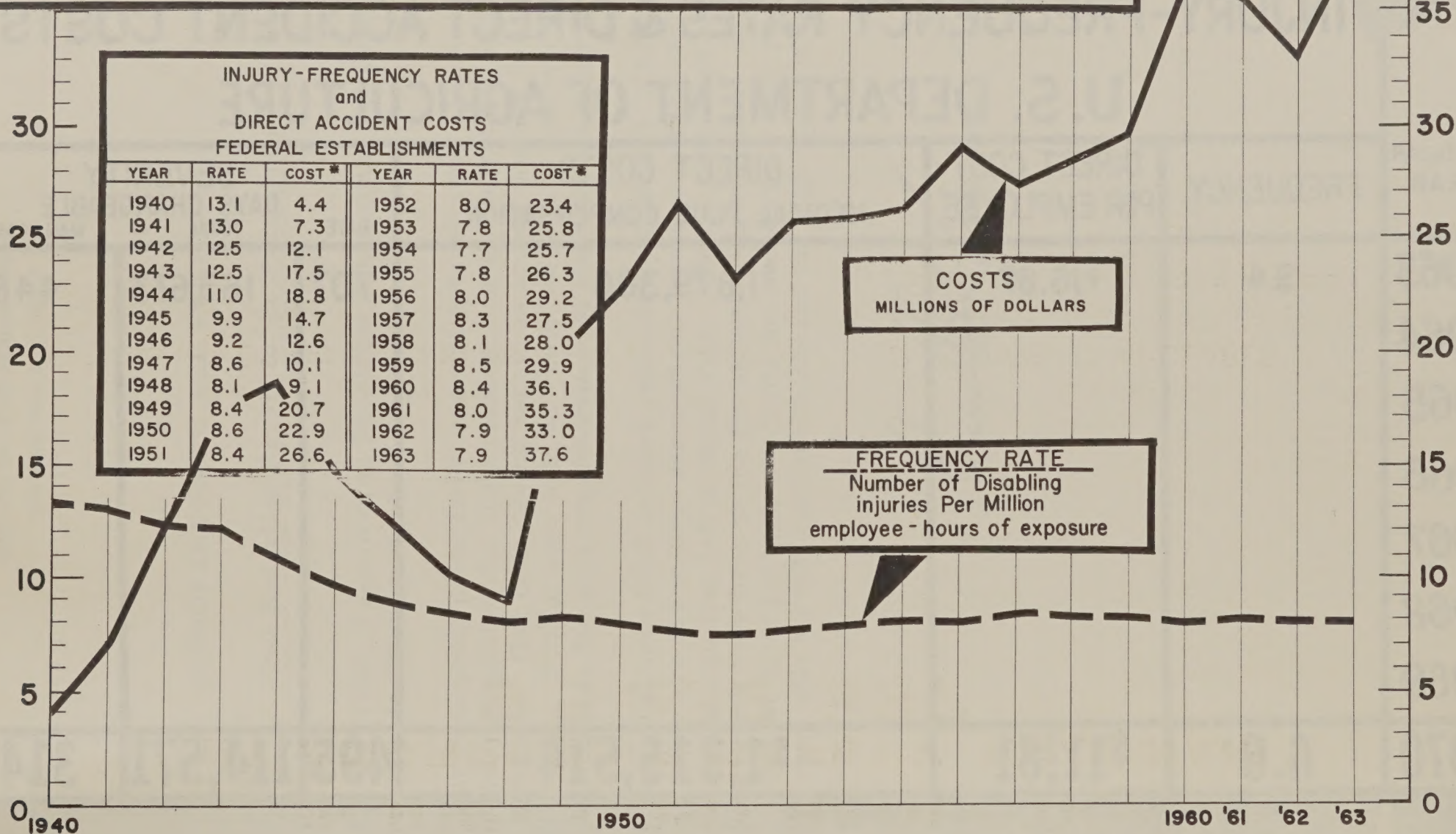
**SEVERITY
DAYS CHARGEABLE**



INJURY-FREQUENCY RATES AND DIRECT ACCIDENT COSTS FEDERAL ESTABLISHMENTS

INJURY-FREQUENCY RATE

ACCIDENT COSTS IN MILLIONS OF DOLLARS



COSTS
MILLIONS OF DOLLARS

FREQUENCY RATE
Number of Disabling
injuries Per Million
employee - hours of exposure

--- FREQUENCY RATE
— DIRECT ACCIDENT COSTS
* COST IN MILLIONS OF DOLLARS

INCLUDES DIRECT EXPENDITURES PAYABLE BY BEC AND THE
VALUE OF DAYS LEAVE OF ABSENCE WITH PAY DURING DISABILITY.
(INCLUDES EVALUATED FUTURE COST IN OPEN CASES.)

SOURCE: BUREAU OF EMPLOYEES' COMPENSATION

U. S. DEPARTMENT OF LABOR
BUREAU OF LABOR STANDARDS
OFFICE OF OCCUPATIONAL SAFETY

CHART 10



MISSION SAFETY SEVENTY-GOALS

INJURY-FREQUENCY RATES & DIRECT ACCIDENT COSTS

U. S. DEPARTMENT OF AGRICULTURE

CALENDAR YEAR	FREQUENCY	DIRECT COST PER EMPLOYEE	DIRECT COSTS MEDICAL PLUS COMPENSATION	SEVERITY DAYS CHARGEABLE		
				RATE	TOTAL =	MAN YEARS
1963	9.4	\$16.87	\$1,879,306	707	163,673	448
1964						
1965						
1966						
1967						
1968						
1969						
1970	6.6	\$11.81	\$1,315,514	495	114,571	314

- Reduction of Federal Employee Injury Frequency Rate
- To 70% of 1963 (Base Year) by 1970

GOAL

FREQUENCY RATE

Number of disabling injuries per
million hours of exposure.

SEVERITY RATES

Number of days lost per million
hours of exposure.

SOURCE: Bureau of Employees Compensation

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

May 26, 1965

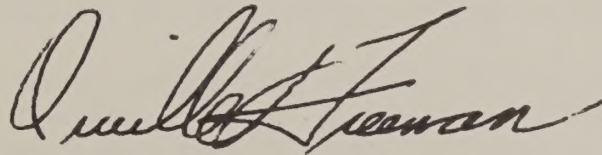
MEMORANDUM TO ALL EMPLOYEES

Cost Reduction Report to the President

On May 13, 1965, I reported to President Johnson and the Cabinet on the USDA's "War on Waste. "

I did this with great pride and a sense of achievement. I want to share the recognition that the President has accorded this Department with you. Our cost-saving record is among the best in Government. Without your help we could never have achieved our present place in the government-wide cost reduction program.

So far in fiscal year 1965 we have reported new savings of \$106 million. We are \$11 million ahead of our fiscal year 1964 record --with another quarter left in fiscal 1965. This underscores how responsive you have been to the President's call for thrift. It also means that we have set high standards for ourselves. With your help, I know that we will continue to exceed the high standards we have set.

A handwritten signature in dark ink, reading "Orville L. Freeman". The signature is fluid and cursive, with the first name "Orville" and last name "Freeman" clearly legible.

Attachment

MAY 13, 1965

Office of the White House Press Secretary
-----THE WHITE HOUSE

STATEMENT TO THE PRESIDENT

ON

DEPARTMENT OF AGRICULTURE "WAR ON WASTE"

The Department of Agriculture is engaged in a determined effort to reduce waste and to find better and more efficient ways to serve the Nation. Intensified efforts by USDA employees individually and the Department as a whole to stretch the taxpayer's dollar are having significant results.

In Fiscal 1964, the Department reported savings of \$95 million as a result of the effort to reduce costs and improve productivity. In the first three quarters of Fiscal 1965, new savings of more than \$106 million have been reported -- and we still have another quarter to go.

Some of the individual projects which have contributed to these savings are:

-- A new method of handling funds under the School Lunch and Special Milk programs which enables the Treasury Department to save over \$700,000 annually in interest costs.

-- A new technique developed for basic research studies on dairy cattle will provide savings of more than \$428,000.

-- The use of empty food cans obtained from military kitchens around Washington, D. C., in the place of conventional flower pots which enable the National Arboretum to save about \$8,500 this year and \$11,000 next year.

-- Since January 1964, over 186 USDA publications have been cancelled or abolished at a savings of more than \$325,000. By eliminating 119 forms and improving 149 others, savings of more than \$368,000 have been realized.

-- Shifting to a contract basis for services and repairs on office machinery rather than paying for services on a call basis has provided savings of \$250,000 on an annual basis.

These examples of recent progress in the War on Waste, combined with earlier actions to reduce costs and improve Department productivity, provide the USDA with a four-year record of eliminating over a billion dollars in additional spending.

-- Improved farm programs related to wheat and feed grains account for about \$583.7 million. Grain stocks over the past four marketing years have been reduced 1.5 billion bushels, from 4.1 billion to an estimated 2.6 billion at the end of the current marketing year.

-- Over \$370 million of the costs avoided by the Department is due primarily to cost conscious employees, to new management techniques and to the increasing use of automation to process and handle information.

MORE

Constant emphasis on improvements in management techniques have provided substantial increases in USDA agency productivity together with cost reductions over the past four years of about \$150 million.

Special attention has been given to organizational surveys, in some cases with USDA people alone and more recently in cooperation with the Civil Service Commission and the Bureau of the Budget, to systems analysis to determine where more efficient procedures could be developed; and to work measurement programs to pinpoint increases or decreases in productivity.

As a result of the management program the Agricultural Stabilization and Conservation Service, which of all USDA agencies deals wholly with farmers, has undergone a complete reorganization. Full time employment of about 5,861 persons today is lower than at any time since 1954, five regional offices have been consolidated at two locations and the work load now being handled in county offices would require 22 percent more employees and cost \$30 million more a year at productivity levels which were in effect in 1960.

-- A self-survey technique which I developed while Governor of Minnesota has been adapted in the Department to encourage a high degree of employee participation in cost cutting programs.

As the result of a Department-wide Self-Survey in 1961, the USDA has centralized all payroll activities at one location and has abolished the former payroll system which required 87 payroll offices. One electronic computer is used today to prepare payroll for all USDA employees, and savings are estimated at about \$500,000 a year. In addition to improved payrolling, the system also provides information for management decisions which previously was unobtainable.

Another benefit is a reorganization of the Federal Crop Insurance Corporation which led to the elimination of six regional offices producing savings over the past 4 years exceeding one million dollars.

-- The Department has sought to apply the efficiencies and economies which can be gained from the use of automatic data processing as well as other mechanical improvements in machinery used in processing information. Overall, adoption of computer techniques has helped to reduce costs by about \$7 million a year to date.

In Soil Conservation Service, for example, the use of electronic computers in planning and constructing watershed projects which involve many geophysical and technical factors has helped to reduce time and manpower costs by some \$850,000 this Fiscal year. These costs will be reduced an estimated \$10 million in the coming Fiscal year. Similarly, Forest Service is applying these same computer techniques in the planning and construction of forest roads at a savings of 393 engineering man years worth nearly \$4 million in the past three years.

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

May 28, 1965

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

The President's Youth Opportunity Campaign

President Johnson has announced a national Youth Opportunity Campaign.

The goal under this program is to provide at least 500,000 additional work and training opportunities this summer for boys and girls in the 16-21 age group. The President is asking the Governors of the States, Mayors of cities, private industry, and other organizations (such as labor unions, trade associations, churches, and educational institutions) to cooperate in this program. He expects the Federal Government to take the lead and make every effort to find meaningful work and training opportunities this summer for at least 25,000 extra summer employees over and beyond the number otherwise scheduled to be employed. This will mean the employment of one extra trainee for approximately each 100 Federal employees.

Secretary Freeman has made an initial pledge that the Department of Agriculture will employ at least 1,150 this summer.

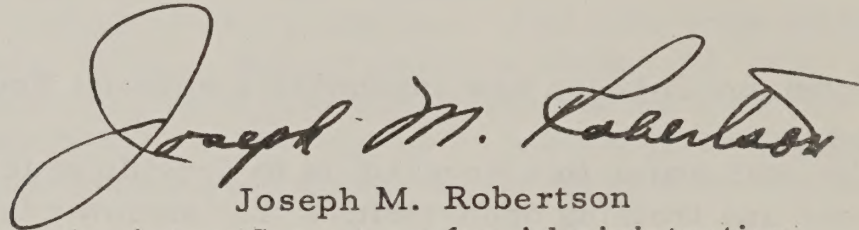
Employment quotas under this program have been established for each agency. These will fulfill the initial pledge. If the Department is asked to employ more these will be assigned at a later date. I have asked the Director of Personnel to inform you of these quotas and to issue supplemental instructions for this program. This employment will not be chargeable against your present June 1965 employment ceilings. The Office of Budget and Finance will provide separately the employment authorizations needed for this campaign.

These opportunities are to be given to boys and girls age 16-21 who need them the most because of educational or economic disadvantages. Under these criteria, every consideration should be given to opportunity for equal employment regardless of race, creed or color.

The State Employment Service offices are establishing lists of candidates. Agencies should work closely with those offices wherever possible.

Every effort should be made to effect these summer employments as early in June as possible.

I know we can count on each agency of this Department to follow through on the Secretary's commitment to the President under this important program.

A handwritten signature in dark ink, reading "Joseph M. Robertson". The signature is fluid and cursive, with a large initial "J" and a stylized "R".

Joseph M. Robertson
Assistant Secretary for Administration

OBSOLETE

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D.C. 20250

June 2, 1965

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Civil Rights Advisory Committee Visits to the Field

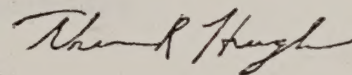
At the first meeting of the Department's newly appointed Citizens Advisory Committee on Civil Rights, the Secretary invited and encouraged the fifteen Committee members to visit field offices of this Department. The Secretary hopes that these visits will help him keep abreast of our activities in the field.

You may wish to advise your field personnel that each Committee member has been provided a letter (copy attached) identifying the individual as a member of the Secretary's Advisory Committee and requesting that every courtesy be extended.

Following is a list of the Committee members:

Dr. Robert C. Edwards
Emmett Peter, Jr.
Dr. Elmer Ellis
Rev. John B. Evans
Dr. Charles G. Gomillion
Cecil Newman
Dr. Robert Montgomery
Capus Waynick

Jake J. Simmons, Jr.
Dr. Vivian W. Henderson
Father Louis J. Twomey
Ralph E. McGill
Clay L. Cochran
Dr. Aaron Henry
Lionel S. Steinberg



Thomas R. Hughes
Executive Assistant to the Secretary

Attachment

1950

UNITED STATES DEPARTMENT OF AGRICULTURE
WASHINGTON, D. C. 20250

MEMORANDUM FOR THE SECRETARY
SUBJECT: [Illegible]

RE: [Illegible]

1. [Illegible]

2. [Illegible]

3. [Illegible]

4. [Illegible]

5. [Illegible]

6. [Illegible]

7. [Illegible]

8. [Illegible]

9. [Illegible]

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D. C. 20250

May 27, 1965

TO WHOM IT MAY CONCERN:

 (Name) is a member of the United
States Department of Agriculture's Citizens Advisory
Committee on Civil Rights. I have asked him to visit
our various agencies in the field to get a firsthand
view of our operations. Please extend every courtesy
to him. Thank you.

/s/ Orville L. Freeman
Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

June 11, 1965

MEMORANDUM TO ALL EMPLOYEES OF THE DEPARTMENT

President's Safety Award - 1964

President Johnson announced May 31, 1965, that the Department of Agriculture will receive "The President's Safety Award" for 1964. The Award will be made at the White House June 17, 1965.

Since Mission Safety-70 was launched by the President on February 16, 1965, this honor to the Department is even more significant.

In announcing Mission Safety-70, President Johnson directed that we reduce our injury frequency thirty percent by 1970 based on the 1963 record. The winning of the 1964 Award means we are driving toward the President's goal.

Each employee in the Department has a stake in safety. Each employee has a share in the honor of this Award.

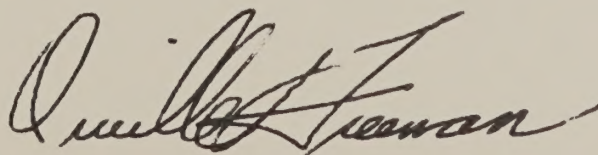
There is real satisfaction in the dramatic reduction of costs and severity of injuries that helped to bring this Award to the Department.

Injuries of record cannot and must not be forgotten. The determination and spirit that caused the downtrend in our record since 1961 is needed even more.

To achieve the goal of Mission Safety-70 we must hasten and increase our progress. Imaginative and innovative concepts must be developed and used.

I urge each of you to make accident prevention a must for every act performed.

Thanks to each of you for making the 1964 Award possible. The challenge now is "Safety Now" for 1965 - and another President's Safety Award.

A handwritten signature in dark ink, appearing to read "William L. French", is written in a cursive style at the bottom of the page.

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

June 11, 1952

MEMORANDUM FOR ALL EMPLOYEES OF THE DEPARTMENT

Secretary's Salary Award - 1952

President Truman, Executive Order No. 10450, dated June 11, 1952, that the Department of Agriculture and related "The Secretary's Salary Award" for 1952. The Award will be made from the Treasury June 11, 1952.

Since the Department of Agriculture was transferred to the President on February 18, 1952, the Award for the Department is also more significant.

In accordance with the Department's policy, the Award is distributed that we can help to improve the Department's salary award for 1952 based on the 1951 award. The Award of the 1952 Award is based on the 1951 Award for the Department's salary award.

Each employee in the Department has a right to receive the Award. The Award is based on the Award of the 1951 Award.

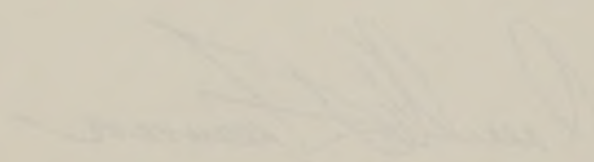
There is a salary adjustment in the Department's salary award for 1952 based on the Award of the 1951 Award. The Award is based on the Award of the 1951 Award.

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The Award is based on the Award of the 1951 Award. The Award is based on the Award of the 1951 Award. The Award is based on the Award of the 1951 Award.

I have signed this Award for the Department's salary award for 1952. The Award is based on the Award of the 1951 Award.

There is a salary adjustment in the Department's salary award for 1952 based on the Award of the 1951 Award. The Award is based on the Award of the 1951 Award.



UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

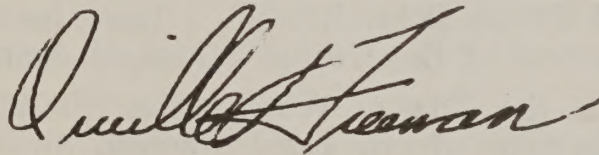
June 23, 1965

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

National Farm Safety Week
July 25-31, 1965

President Lyndon B. Johnson has proclaimed the week beginning July 25, 1965, as National Farm Safety Week. The Department of Agriculture joins the National Safety Council in sponsoring this special event. The objectives are to eradicate hazards that cause farm and rural accidents and to promote continued public awareness of safe working conditions.

Good safety practices reduce the number of accidents and thus benefit the farmer and the Nation. I urge all agencies of the Department of Agriculture and all organizations and individuals allied with agriculture to unite in this safety effort during National Farm Safety Week and throughout the year.

A handwritten signature in dark ink, appearing to read "William A. Freeman". The signature is fluid and cursive, with a large initial "W" and a long, sweeping underline.

Proclamation reproduced on reverse.

Proclamation 3639

NATIONAL FARM SAFETY WEEK, 1965

**By the President of the United States of America
A Proclamation**

Hundreds of thousands of volunteer leaders and members of rural organizations are working actively in safety programs across the Nation. They are helping to reduce accidents among farm people. Still, accidents claim the lives of thousands of farm residents, and nearly 800,000 more are disabled each year. This tragic and needless waste of human and economic resources is detrimental to the well-being of the entire Nation. I therefore view farm safety as a matter of vital national concern.

I commend the public-spirited men and women responsible for rural safety programs in the past. Their efforts must continue to get public recognition and support. Now I urge vigorous new efforts to eradicate the hazards that cause farm and rural accidents, and to promote continued public awareness of safety practices. This should be the objective of National Farm Safety Week, 1965.

NOW THEREFORE, I, LYNDON B. JOHNSON, President of the United States of America, do hereby call on the people of the Nation to observe the week beginning July 25, 1965, as National Farm Safety Week. I urge all farm families, and all people and organizations allied with agriculture, to engage in a united effort to reduce accidents at work, in homes, at recreation, and on our Nation's highways and roads.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the Seal of the United States of America to be affixed.

DONE at the City of Washington this 24th day of February in the year of our Lord nineteen hundred and sixty-five, and
[SEAL] of the Independence of the United States of America the one hundred and eighty-ninth.

LYNDON B. JOHNSON

By the President:

DEAN RUSK,
Secretary of State.

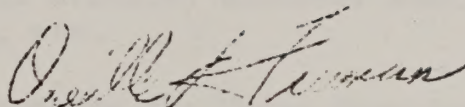
U.S. Department of Agriculture
Office of the Secretary
Washington, D. C.

July 8, 1965

MEMORANDUM

TO: Under Secretary
Assistant Secretaries
Staff Assistants to Secretary
Heads of Staff Offices
Agency Heads

FROM: The Secretary



This communication sets down the administrative relationships in the Office of the Secretary.

If you have an important question that should be considered by the Secretary or Under Secretary, feel free to take it up with them. In cases of urgency do not let normal lines of authority prevent the communication of important problems where action should be swiftly taken. However, in a Department as large and complex as ours lines of authority normally must be respected and followed. Actions to be taken should be carefully staffed out, facts, alternatives and a recommended course of action set down in writing at least 24 hours in advance wherever possible for the consideration of the Secretary and Under Secretary prior to a conference.

Lines of authority, channels of communication, and areas of responsibility in the Department are as follows: In general, anyone can be contacted by anyone else in or out of his operating division so long as the responsible supervising authority is informed prior to the taking of any actions. If action must be taken immediately the responsible supervising authority should be notified of the action taken as quickly as possible. It shall be the responsibility of the operating person who collaborated in such an action to keep his supervisor informed. It is imperative that this be done so that operational responsibility can be fixed.

(1) In the final analysis, the Secretary is responsible for everything that takes place in the Department. However, since the Secretary and the Under Secretary speak as one the decision of either will be accepted and immediately carried out. Communication between the two is their responsibility.

(2) The special area of responsibility of the Under Secretary as President of the Commodity Credit Corporation will be that of domestic and foreign commodity programs, including price supports, purchases, loans, storage, and our efforts to maintain a balanced overall commodity program. The Under Secretary also has special responsibility for commodity disposition programs including commercial trade and Food for Peace operations. The Under Secretary will also continue to be responsible for budget and program development as Chairman of the Budget Committee and the Program Review Board.

(3) The Secretary will give special and personal attention to all other areas of operation in the Department with particular emphasis to rural areas development and related programs such as OEO and Appalachia, natural resources, international agricultural affairs, disaster emergencies, civil defense, research, public relations, etc.

(4) The Staff of the Secretary also serve the Under Secretary. They act as the eyes, ears, and expeditors for the Secretary and Under Secretary. There should be no uneasiness but instead positive cooperation when members of the staff contact and work with people in operating agencies some levels below the Administrators. Matters to be taken to the Secretary and Under Secretary should be reviewed and checked with the appropriate staff people wherever possible. Obviously, where staff and operating people fail to reach an agreement the matter at issue should be taken up through regular channels for consideration and decision of the Secretary or Under Secretary.

Responsibility of personnel in the Office of the Secretary is as follows:

Assistant Secretaries and Directors

(a) John A. Baker -- rural areas development, natural resources, co-ops, "War on Poverty," and agricultural credit.

(b) George L. Mehren -- marketing, food use, consumers, and National Food Marketing Commission.

(c) Dorothy H. Jacobson -- international agricultural affairs, including international organization, trade, technical assistance, aid, P.L. 480, and related areas.

(d) Nathan M. Koffsky -- economics, statistics, and program adviser to the Secretary.

(e) Nyle C. Brady -- research, science, and educational matters, also all pest control and pest and pesticides regulatory matters.

(f) Joseph M. Robertson -- personnel, budget, administrative services, and general management problems within the Department.

In addition, the Assistant Secretaries and Directors will serve in a staff capacity to the Secretary and will, as in the past, carry out specific staff assignments as assigned.

Staff Assistants

- (a) Thomas Hughes serves as Executive Assistant to the Secretary and is his personal contact man on sensitive matters. All questions involving matters of policy sensitivity where the Secretary is concerned should be checked with Thomas Hughes.
 - (b) The Deputy Under Secretary of Agriculture will carry out staff assignments for the Secretary and Under Secretary over the entire range of Departmental activity.
 - (c) John Bagwell is the chief lawyer for the Department and works closely with the Secretary, Under Secretary, Assistant Secretaries, and Agency Heads on all matters involving actual or potential legal questions.
 - (d) Lester P. Condon, as Inspector General serving under the direct supervision of the Secretary, is responsible for the development and conduct of a comprehensive program of department-wide internal audits and investigations.
 - (e) Kenneth Birkhead and his staff serve as the focal point in the Department for legislative contacts. He should be kept current on all developments in the Congress affecting the entire Department. He is to give service to people on the Hill and to interpret the Department's programs there, and should be given as much lead time as possible on all matters affecting the Congress. He will maintain the Department's White House contacts on matters involving legislation.
- John Bagwell, Edwin Jaenke, Robert Lewis, and others may be called upon to work with Kenneth Birkhead in the field of legislation and outside liaison.
- (f) Robert S. Reed serves as a special Assistant to the Secretary responsible for Department coordination of defense mobilization planning and for natural disaster programs.
 - (g) Rodney Leonard is Press Secretary to the Secretary. He has prime responsibility for the preparation of materials for public and Congressional appearances. He also serves as a general trouble shooter. He should be contacted on anything spoken or written with important public relations implications. In addition, he works with the information media inside the Department and outside the Department to improve the image of American agriculture. Lead time is very important in press relations. Material should be available as far in advance of issuance as possible.

(h) Byron G. Allen maintains contacts with State Departments of Agriculture and other State and Federal agencies in the field of inter-governmental relations generally. Anything affecting our relations with State Departments of Agriculture should be coordinated carefully with Byron Allen.

(i) James Thornton serves as Assistant to the Secretary for special projects, preparation for trips and speaking engagements and with Kenneth Birkhead, special liaison with Members of Congress.

(j) William Seabron, Assistant to the Secretary for Civil Rights and Equal Opportunity in Employment and Housing, coordinates all Department activities related to equal opportunity and employment. Mr. Seabron also directs the Department's activities related to enforcement and coordination to the recently passed Civil Rights Act.

(k) Winn Finner, of the Staff Economists Group, also serves the Secretary and the Under Secretary in a staff capacity with special assignments on commodity programs and territories.

(l) Thomas J. Flavin, as Judicial Officer, serves for the Secretary of Agriculture as the final deciding officer in regulatory proceedings of an adjudicative nature subject to sections 7 and 8 of the Administrative Procedure Act.

(m) Donald A. Norberg, in the office of Thomas R. Hughes, serves as a special assistant on the Secretary's staff.

(n) Audrey Warren, the Secretary's personal secretary, handles his appointment calendar and in cooperation with Kenneth Birkhead, Rodney Leonard and Thomas R. Hughes, coordinates and schedules appearances outside of Washington.

(o) Eugene Olson, serves as Special Assistant to the Secretary in the field of international relations covering both trade and aid. It will be his special responsibility to keep the Secretary and Under Secretary current on agriculture and trade developments in the U.S.S.R., China, and the East European nations.

(p) As in the past from time to time, personnel in line assignments will be asked to take a special project for the Secretary in some of the more sensitive areas such as commodity programs, legislation on the Hill, trade negotiations, etc.

The following points should be kept in mind:

1. Press releases dealing with major policy statements should be handled through your regular information services in each agency. But prior to the time the final release is made, clearance as to content and date of release should be made by Rodney Leonard, who has the responsibility of informing the Secretary, Under Secretary and Thomas R. Hughes.

2. Correspondence which is referred by the Secretary, Under Secretary and the Immediate Office of the Secretary, from the White House and such prominent Members of Congress as the Agricultural and Appropriations Committees and the major farm organization presidents, should be given first priority and handled with maximum dispatch. Unnecessary detail should be avoided. It must be brief, simple, and responsive. Each agency should continue to review its handling of correspondence as there is a tendency to lag from time to time. Congressional correspondence, by order of the White House, should be acknowledged in three days. This is not always done.
3. Good administrative procedure dictates that the Secretary's Office be alerted in advance to major policy decisions and problems that eventually will reach this office for final decision. From time to time the Office of the Secretary has been confronted with a problem which has already reached a deadline. This simply has to be avoided.
4. It is essential that the administrators and deputy administrators of an agency and the directors and first assistants of divisions within agencies arrange their schedules so that one of them is present in Washington at all times.
5. A bimonthly report of special events, progress, unusual developments, anticipated problems, should be made to the Secretary. This procedure begun about a year ago is working well.
6. No organization can be better than its people. We have wonderful people. So that the talents of all may be used to the maximum we must arrange our working relationships to accomplish maximum communications and efficiency. This clarification of line and staff responsibility is issued to serve that purpose.

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

August 3, 1965

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

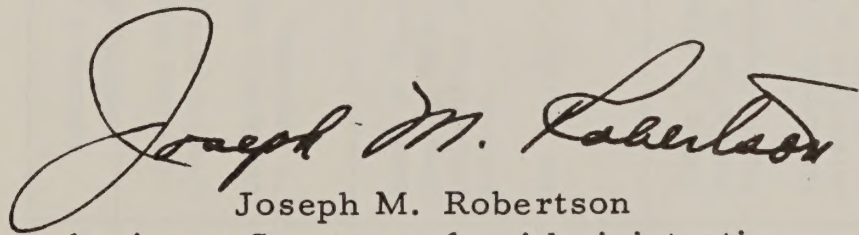
Nomination of Employees for Outside Awards

The Department is proud of all employee accomplishments. This is most true when the luster of the Department image is increased through wide publicity which comes to a Department winner in national outside awards programs. Examples of such programs include The President's Award for Distinguished Federal Civilian Service, The National Civil Service League Award, and The Rockefeller Public Service Award.

I feel it is important for each agency in the Department to go all out to have frequent winners of outside awards. You can help by lining up likely candidates well in advance. This will enable your agency to describe the employee and his work in draft form in advance of the Department announcement. You will then be able to prepare quickly a final presentation when the announcement is received.

The attached calendar lists the outside awards for which the Department has nominees most years. The Office of Personnel plans to send you a note before receipt of each announcement. This will aid you to check on the status of documentation for each nominee in your agency.

The Department should always have nominees. Two or even three Department employees should win coveted outside awards during Fiscal Year 1966.


Joseph M. Robertson
Assistant Secretary for Administration

Attachment

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C.

August 1, 1961

MEMORANDUM TO THE SECRETARY OF AGRICULTURE

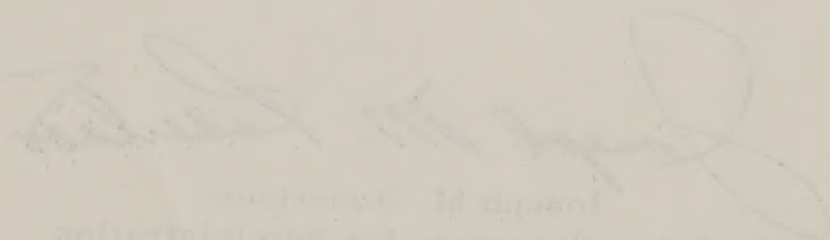
Information of Employees for Training Purposes

The Department is proud of its employees and the contribution they make to the Nation. It is the policy of the Department to provide training opportunities for all employees. This training is provided through a variety of methods, including classroom instruction, on-the-job training, and self-study. The Department is committed to providing the best possible training for its employees, and to ensuring that all employees have the opportunity to participate in training programs.

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The Department is committed to providing the best possible training for its employees, and to ensuring that all employees have the opportunity to participate in training programs. This commitment is reflected in the Department's training policies and procedures, which are designed to provide all employees with the opportunity to participate in training programs.

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Joseph H. Thompson
Assistant Secretary for Administration

John H. Thompson

MAJOR AWARDS SPONSORED BY NON-USDA ORGANIZATIONS

General Format Applicable to All Nominations*

1. Type nomination on plain paper (or on form if required by sponsor) with the following heading: U. S. Department of Agriculture
Nomination for (Name of Award)
2. Follow sponsor's instructions in current announcement.
3. In describing achievements, use terms layman can understand. Keep Fog Index low. Use descriptive headings for paragraphs.
4. Bind in appropriate presentation folder. Provide one extra copy for Office of Personnel.
5. Transmit to Director of Personnel by memorandum signed by Agency Head.

NAME OF AWARD & NUMBER DEPT. MAY NOMINATE	SPONSOR & NUMBER OF AWARDS GRANTED	ELIGIBILITY	CRITERIA*	NATURE OF AWARD	USUAL DATE DUE*	USUAL DATE PRESENTED
Horace Hart Award for Distinguished Public Service in the Field of Print- ing & Publishing. (No limitation)	Education Council of the Graphic Arts Industry, Inc. One Award; Certificate to nominees.	Any person employed in the Government of the U.S., whether Federal, State, or local - appointed or elected.	Significant contribution in the field of printing and publishing.	Scroll presented at annual banquet in Washington, D.C.	October	January
Federal Woman's Award (Three)	Board of Trustees, Federal Woman's Award with the cooperation of Woodward & Lothrop. Six Awards.	Any woman employee of Federal Gov't. with not less than 3 years con- tinuous, fulltime ser- vice in competitive or excepted service. Rank of GS-9 or equivalent, and above.	Achievement having an important effect on a major Gov't. program; specific accomplishments making an important con- tribution to administra- tive, social, scientific or technical progress.	Bronze medallion of the Great Seal of the United States, presented at annual banquet in Washington, D.C.	October	March
Arthur S. Fleming Award (No limitation)	Arthur S. Fleming Awards Commission of the D. C. Junior Chamber of Commerce. Ten Awards - five in scientific or technical fields; five in administra- tive or executive fields.	Any male civilian officer or employee of the Executive Branch of U.S. Gov't. under 40 within the calendar year during which the nomination is submitted.	Accomplishment resulting in material improvement in service, substantial financial savings or significant social or technological progress. Outstanding executive, scientific or technical ability.	Engraved plaque presented at annual luncheon in Washington, D. C.	November	February

NAME OF AWARD & NUMBER DEPT. MAY NOMINATE	SPONSOR & NUMBER OF AWARDS GRANTED	ELIGIBILITY	CRITERIA*	NATURE OF AWARD	USUAL DATE DUE*	USUAL DATE PRESENTED
Career Service Award (Three)	National Civil Service League. Ten Awards.	Any Federal Gov't. employee with at least 10 years of service - clearly making Gov't. service his life work.	Significant career service reflecting exceptional efficiency, achievement, and devo- tion to public service.	Scroll presented at annual banquet in Washington, D.C.	December	May
Federal Gov't. Accountants Association Award (No limitation)	Washington Chapter, Federal Gov't Account- ants Association. No limitation on Awards to individuals or groups.	Any member of the FGAA or any person in the Washington metropolitan area employed in the Federal Service.	Notably outstanding contribution to financial administra- tion but not limited to such activities as: Accounting systems and operations; Auditing; Budgeting; Programming; Financial Reporting; Automatic Data Processing; Financial Management Training; Performance and Productivity Accounting.	Scroll presented at regular dinner meeting of FGAA Washington, D.C.	January	May
William A. Jump Award (One)	William A. Jump Memorial Foundation. No more than 3 awards; Certificates to Dept. nominees.	Any employee of the Federal Gov't. under 37 years of age within the calendar year during which the nomination is submitted.	Performance over a considerable period of time demonstrating unusual competence and interest in public administration, endow- ment for leadership, creative thinking, and close adherence to basic principles of enlightened public service.	Gold key and certificate pre- sented at Dept. of Agriculture Annual Honor Awards Ceremony, Washington, D. C.	February	May

NAME OF AWARD & NUMBER DEPT. MAY NOMINATE	SPONSOR & NUMBER OF AWARDS GRANTED	ELIGIBILITY	CRITERIA*	NATURE OF AWARD	USUAL DATE DUE*	USUAL DATE PRESENTED
Justice Thomas C. Clark Award (No limitation)	D.C. Chapter of the Federal Bar Association. One Award.	Any career attorney employed in the District of Columbia by the U.S. Gov't. or D. C. Gov't. No nominee will be con- sidered if the chief basis for his nomination was required of him in an office of U.S. Gov't. pursuant to appointment by the President and con- firmation by the Senate, or while serving in a judicial or quasi- judicial capacity.	Outstanding legal ability, scholarship, and perfor- mance; specific accom- plishment resulting in significant benefits to the Gov't. or the legal profession, and which constitutes a contri- bution to the develop- ment of public law.	Certificate pre- sented at luncheon meeting of D. C. Chapter in Washington, D.C.	February	Spring
President's Award for Distinguished Federal Civilian Service (Three)	White House No more than six awards.	In USDA, any recipient of the Distinguished Service Honor Award. (Federal employees serving by Presi- dential appoint- ment in non-career positions are not eligible.)	(1) Imagination in develop- ing creative solutions to problems; or (2) Courage in persevering against great odds and difficul- ties; or (3) High ability in accomplishing extra- ordinary scientific or technological achievement, in providing outstanding leadership in planning, organizing, or directing a major program of unusual importance and complexity, or in performing an extra- ordinary act of credit to the Gov't. and the country; or (4) Long and distin- guished career service.	Gold medal suspend- ed on ribbon and a citation, present- ed at the White House by the President.	March	June

NAME OF AWARD & NUMBER DEPT. MAY NOMINATE	SPONSOR & NUMBER OF AWARDS GRANTED	ELIGIBILITY	CRITERIA*	NATURE OF AWARD	USUAL DATE DUE*	USUAL DATE PRESENTED
Rockefeller Public Service Award (No limitation)	Administered by Woodrow Wilson School of Public & International Affairs, Princeton University (made possible through contributions to Princeton by John D. Rockefeller, 3rd.) Five Awards - one each in the following fields: (1) Administration; (2) Foreign Affairs or International Operations; (3) General Welfare or National Resources; (4) Law, Legislation, or Regulation; (5) Science, Technology, or Engineering.	Civilian employees of the Federal Gov't. shall have been employed at least 15 years and shall be between the ages of 45 and 60. Those serving by Presidential appoint- ment in non-career positions are eligible only if they achieved their present posts through demonstrated distinction and ex- tended service in career positions.	Distinguished career mark- ed by sustained excellence in service to the Nation. (See the five broad fields of Gov't. activity under "Sponsor & Number of Awards Granted").	\$10,000 and cita- tion presented by trustees of Princeton Univer- sity at annual luncheon in Washington, D.C.	April	Autumn
Paperwork Manage- ment Award (One)	American Management Society. One or more Awards.	Any employee of the Federal Gov't.	Outstanding leadership and professional ex- cellence in promoting effective management of paperwork in the Federal Government.	Medallion mounted on walnut plaque, presented annually at dinner meeting in Washington, D.C.	June	September

* For specific information in preparing individual nominations see Personnel Bulletin announcing award.

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

August 27, 1965

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Vital Operating Records - National Level

1. PURPOSE. This memorandum announces changes in responsibility for the maintenance of vital operating records at the National Relocation Site and the USDA Relocation Site (Repoint).
2. RESPONSIBILITY. Under 1 AR 272 the Office of Plant and Operations is now responsible for coordinating emergency records at both sites. It will establish systems, issue procedures, and review contents of the records, as well as handle their physical placement. Department agencies shall select records in accordance with established standards.

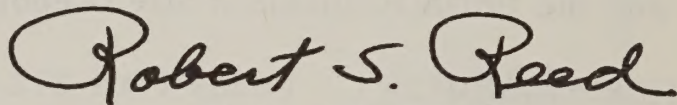
The Emergency Records Task Force is abolished, and any uncompleted assignments are transferred to the Office of Plant and Operations for appropriate action.
3. AGENCY LIAISON. Each agency shall designate an individual to serve as liaison with the Office of Plant and Operations. The designated individual shall be fully conversant with the defense responsibilities and program functions of his agency. He should be in a position to translate these functions into the types of records agency personnel would need at either site in an emergency. It is not necessary that the liaison person be versed in "records operations." The systems and procedures for the records will be handled by the Plant and Operations staff, working with agency records management personnel.

Agency liaison personnel shall collectively constitute an advisory group which will meet as necessary to consult with the Office of Plant and Operations and the Office of the Secretary on national level vital operating records.

4. FIELD RECORDS. The Disaster and Defense Services Staff, ASCS, will continue to oversee vital operating records requirements in regional, state and county operations. DDSS and P&O will coordinate efforts and procedures when appropriate.

5. INTERIM PROCEDURES. New permanent procedures are now being developed by the Office of Plant and Operations. Some interim selection and handling procedures will be issued shortly. For the present, agencies will continue to select and package records as heretofore. However, all records for submission to either site will now be sent through the Secretary's Records and Communications Division, P&O.

6. QUERIES. Any questions on this memorandum may be referred to James H. Austin or Doris L. Kerby in Secretary's Records, on extension 3187.



Robert S. Reed
Assistant to the Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

September 21, 1965

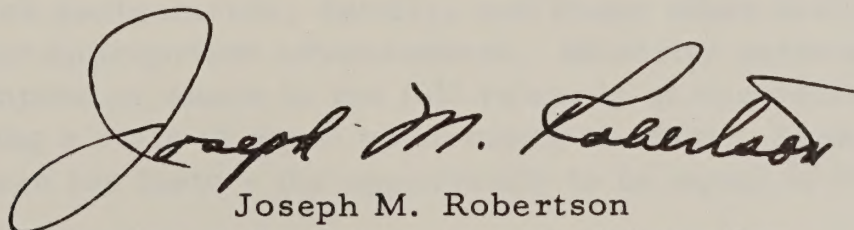
MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Conferences on Equal Employment Opportunity

In the Secretary's report to the President on our equal employment opportunity program dated July 19, 1965, he stated that the Department and the agencies would prepare annual plans for progress in equal employment opportunity. He also stated that we would hold a series of Field Conferences so that field officials might learn firsthand what is expected of them in this program. The Department and agency plans have been completed and a series of 20 Field Conferences will get under way in the near future.

These Conferences are a very important part of our effort in the equal employment program. As the Employment Policy Officer of the Department, I have asked the Director of Personnel and the agency personnel officers to represent me in holding these Conferences. They must result in positive, rewarding action toward accomplishing the goals of our equal employment opportunity program.

Please cooperate and assist with the planning and conducting of these Conferences.

A handwritten signature in dark ink, reading "Joseph M. Robertson". The signature is fluid and cursive, with the first name "Joseph" being the most prominent part.

Joseph M. Robertson
Assistant Secretary for Administration

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

September 11, 1954

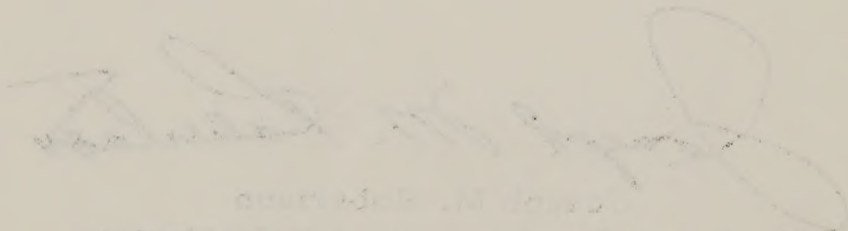
MEMORANDUM TO HEAD OF DEPARTMENT AGENCIES

Cooperation in Special Agricultural Operations

In the Secretary's report to the President in our report on the special agricultural operations program dated July 19, 1954, we stated that the Department and the agencies would prepare jointly plans for special agricultural operations. It was stated that we would hold a series of State Conferences on Special Agricultural Operations. The Department is expected to submit to the President a report on the progress of the special agricultural operations program. The report will be submitted in the near future.

These Conferences are a very important part of our efforts to coordinate special agricultural operations. As the Department of Agriculture is the lead agency, I have asked the Director of the Department to hold a series of State Conferences on Special Agricultural Operations. They must result in a plan for special agricultural operations. They must result in a plan for special agricultural operations. They must result in a plan for special agricultural operations.

I am confident that the results of these conferences will be of great value to the Department and the agencies.


Joseph M. Johnston
Secretary, Department of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

September 24, 1965

MEMORANDUM TO HEADS OF AGENCIES AND ALL EMPLOYEES

United States Department of Agriculture
Affirmative Action For Equal Employment Opportunity

Executive Order 10925, issued in March 1961, reaffirmed past policy to insure equal opportunity for all qualified persons, without regard to race, creed, color, or national origin, employed or seeking employment with the Federal Government. It also emphasized that this policy must be implemented by "affirmative action."

"Equal employment" and "affirmative action" are terms like justice, honesty, and virtue, that are often discussed and accepted without questioning their real meaning. The purpose of this memorandum is to analyze what these terms mean and what is involved in practicing them.

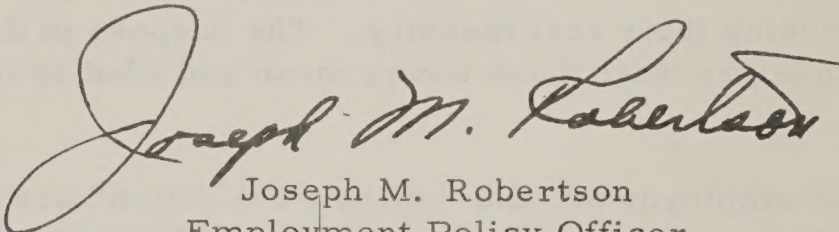
"Equal employment" and "affirmative action" are simply matters of morality - right as opposed to wrong. They also involve principles of good management - economy, efficiency, and reduction of wasted resources, abilities, and manpower.

Equal employment does not mean that unqualified people are to be employed or that the Civil Service Act or any other laws or regulations are to be violated. It does mean that qualified minority personnel are to be "sought out" and that they shall have "full access" to training programs, work assignments, details, and many other techniques to qualify them for appropriate advancement. Minority personnel cannot effectively compete or share in the full rewards of our society by our simply declaring a state of equal opportunity to exist. Equal opportunity must mean for them - the opportunity to be equal in every respect.

There now exists a gap - economically, culturally, and educationally - between minority group citizens and others in our society. This gap cannot be closed without affirmative action. This means more than simply putting up a poster, taking down a sign, or endorsing some new policy. It involves deliberate, aggressive, positive action in recruiting, assigning, upgrading, and training personnel. It involves realistic tools for screening applicants. It involves opening "fillable"

jobs to minorities, not just those for which other personnel are not available, or the least desirable jobs. It means following the spirit as well as the letter of the law.

Supervisory and managerial personnel are the key to making affirmative action and the equal employment opportunity policy meaningful. The supervisor has authority over his employees which can be used to advance them, to hold them back, to terminate them, or to exercise his biases. All supervisory personnel of the Department must make it unmistakably clear - by deed as well as by word - that it is the policy of the Department to vigorously support the letter and the spirit of affirmative action for equal employment opportunity. There can be no evasion, no mere lip service, no minimizing its intent or application. The meaning of this policy is clear and understandable. It applies to all employees and must be activated with no mental reservation on the part of any supervisor or manager.



Joseph M. Robertson
Employment Policy Officer

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

September 30, 1965

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

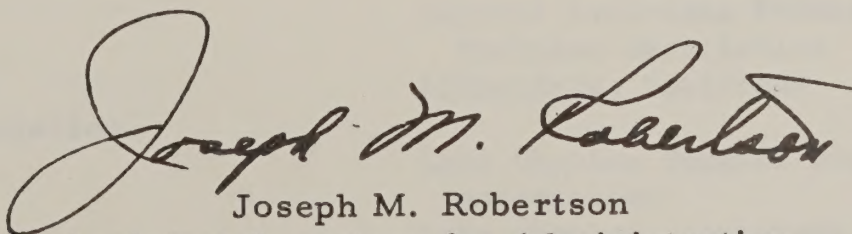
Federal Executive Boards and Associations

The President has reviewed the annual report on the operation of the Federal Executive Boards and has re-emphasized his strong support of the work they do. In a recent letter to the Chairman of the Civil Service Commission he said:

"Every Federal field official should personally involve himself in pursuit of our common goals, vigorously and imaginatively. Federal Executive Boards, and other organizations of Federal officials must continue to cooperate in supporting the government's efforts in the field and in seeking improved ways to solve existing and new problems."

At the request of the President, the Chairman of the Civil Service Commission is taking steps to enlist the participation of other associations of Federal field officials in attaining the President's objectives. In addition to the 12 Federal Executive Boards, there are Federal Executive Associations in one form or another in 58 other cities. The names and locations of these associations are in the attached list.

If you have offices located in any of these cities, I would appreciate it if you would write to your top field people there and urge their personal participation in and support of the activities of the local Federal Executive Associations.


Joseph M. Robertson
Assistant Secretary for Administration

Attachment

CHICAGO, ILL. 60637

TO THE HONORABLE CHAIRMAN OF THE BOARD OF TRUSTEES

OF THE UNIVERSITY OF CHICAGO

I have the honor to acknowledge the receipt of your letter of the 10th inst. and in reply to inform you that the same has been forwarded to the appropriate authorities for their consideration.

I am, Sir, very respectfully,
Yours very truly,
[Signature]

Enclosed for you are two copies of a report on the progress of the work of the Laboratory of Organic Chemistry during the past year. I am sure that you will find it of interest.

I am, Sir, very respectfully,
Yours very truly,
[Signature]

Very truly yours,
[Signature]

FEDERAL EXECUTIVE ASSOCIATIONS

ALABAMA

Federal Executives Association
Mobile, Alabama

Montgomery Association of Federal
Administrators
Montgomery, Alabama

ARIZONA

Federal Executive Council
Phoenix, Arizona

ARKANSAS

Greater Little Rock Federal
Agencies Management Council
Little Rock, Arkansas

FLORIDA

Canaveral Federal Management
Association
Cape Kennedy, Florida

Federal Executives Group
Jacksonville, Florida

Federal Executive Council
Miami, Florida

Tampa Bay Association of
Federal Administrators
Tampa, Florida

HAWAII

Federal Business Association
Honolulu, Hawaii

IDAHO

Federal Business Association
Boise, Idaho

ILLINOIS

"Federal Agency Heads"
Springfield, Illinois

IOWA

Federal Executive Council
Des Moines, Iowa

Federal Business Association
Sioux City, Iowa

INDIANA

Indianapolis Council of Federal
Agencies
Indianapolis, Indiana

KANSAS

Federal Business Association
Topeka, Kansas

Federal Business Association
Wichita, Kansas

KENTUCKY

Federal Executive Association
Louisville, Kentucky

LOUISIANA

Central Louisiana Federal
Business Association
Alexandria, Louisiana

Lake Charles Federal Business
Association
Lake Charles, Louisiana

Federal Business Association
New Orleans, Louisiana

MARYLAND

Federal Business Association
of Maryland
Baltimore, Maryland

MICHIGAN

Federal Business Association
Detroit, Michigan

MINNESOTA

Fargo-Moorhead Federal Council
Moorhead, Minnesota

Twin Cities Federal Business
Association
Minneapolis, Minnesota

MISSISSIPPI

Mississippi Coast Association of
Federal Administrators
Biloxi, Mississippi

Federal Executive Association
Jackson, Mississippi

MONTANA

Helena Federal Business Association
Helena, Montana

Federal Business Association
Missoula, Montana

NEBRASKA

Federal Business Association
Omaha, Nebraska

NEVADA

Reno Area Federal Executive Council
Reno, Nevada

NEW JERSEY

Federal Executive Association
Camden, New Jersey

Federal Executive Council of
Northern New Jersey
Newark, New Jersey

NEW MEXICO

Albuquerque-Santa Fe Federal
Executive Association
Albuquerque, New Mexico

NEW YORK

Capital District Federal
Executive Council
Albany, New York

Niagara Frontier Federal Council
Buffalo, New York

Syracuse Federal Council
Syracuse, New York

NORTH CAROLINA

Federal Executive Council
Asheville, North Carolina

OHIO

Federal Business Association
Cincinnati, Ohio

Federal Officials Association
Cleveland, Ohio

OREGON

Federal Business Association
Eugene, Oregon

Portland Federal Council
Portland, Oregon

PENNSYLVANIA

Federal Business Association
Pittsburgh, Pennsylvania

SOUTH CAROLINA

Federal Executive Council
Columbia, South Carolina

SOUTH DAKOTA

Federal Business Association
of South Dakota (West)
Hot Springs, South Dakota

Federal Business Association
Sioux Falls, South Dakota

TENNESSEE

Federal Executives Association
Memphis, Tennessee

Federal Business Association
Nashville, Tennessee

TEXAS

Federal Business Association
El Paso, Texas

Federal Business Association
Houston, Texas

UTAH

Federal Executive Association
for Utah
Salt Lake City, Utah

VIRGINIA

Roanoke Area Federal Executives
Council
Roanoke, Virginia

WASHINGTON

Federal Business Association
Spokane, Washington

Federal Business Association
Tacoma, Washington

WEST VIRGINIA

Federal Executive Council
Charleston, West Virginia

WISCONSIN

Federal Agency Executive Training
Group
Madison, Wisconsin

Federal Officials Association
Milwaukee, Wisconsin

WYOMING

Cheyenne Association of Government
Employees
Cheyenne, Wyoming

PUERTO RICO

Federal Business Association
San Juan, Puerto Rico

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

OFFICE OF PLANT AND OPERATIONS

October 7, 1965

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Federal Telecommunications System

There are quoted below excerpts from a letter, dated September 28, 1965, addressed to the Secretary from Mr. Elmer B. Staats, Deputy Director, Bureau of the Budget:

"The Federal Telecommunications System (FTS) was established in 1961 to serve the daily needs of the civilian agencies of the Government and to establish an emergency capability. Basic to the development of the FTS was the concept that the sharing of facilities through orderly programming and engineering of Government telecommunications systems throughout the country should result in substantial savings and improved service.

"From its initial service which primarily was limited to inter-connecting local switchboards, the FTS has grown to provide inter-city communications, connecting approximately 500,000 telephones in over 425 cities. The expanded FTS facilities made available to Government agencies has stimulated agency use of long-distance telephone communication beyond expectations. Resulting demands on these services has required the addition of more facilities with corresponding increases in cost to the FTS and to the agencies.

"The President has become concerned over a continuing rise in communications costs. This problem has also been noted by the Appropriations Committee of the House of Representatives. The Bureau of the Budget has been asked to consider whether the FTS is operating as effectively or as economically as anticipated, and to submit a report to the Appropriations Committee by December 31, 1965. To assist the Bureau in this task agencies are requested to respond to the following:

- "1. Describe any change or modification in agency program or procedure instituted since fiscal year 1963 which specifically involved increased use of long-distance telephone communications. This should include any centralization or decentralization of activities. For each such

change or modification give actual or estimated savings to the Government or other benefits derived and the actual or estimated increase in long-distance telephone usage.

"2. Describe any new programs established after fiscal year 1963 having requirements which involve significantly the use of long-distance telephone communication. Give estimate of such usage.

"3. In the interest of controlling and reducing telecommunications costs, what recommendations do you have for reductions or changes in FTS service, equipment, operating procedure, or billing which would be administratively acceptable to your agency?

"4. (a) Give actual or estimated telephone communications expenditures from appropriations for fiscal years 1963 through 1965 and estimated requirements for fiscal years 1966 and 1967 in the following categories in object class 23:

<u>Object Class 23</u>	<u>Actual</u> <u>1963</u>	<u>Actual</u> <u>1964</u>	<u>Actual</u> <u>1965</u>	<u>Est.</u> <u>1966</u>	<u>Est.</u> <u>1967</u>
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Telephone Communications-Total

Local Service

(Switchboard, stations, extensions, local line charges, etc.)

Special Terminal Equipment

(Call directors, lights, buzzers, speaker phones, etc.)

FTS Intercity Service

Long-distance Commercial Service

Leased Intercity Voice

Facilities

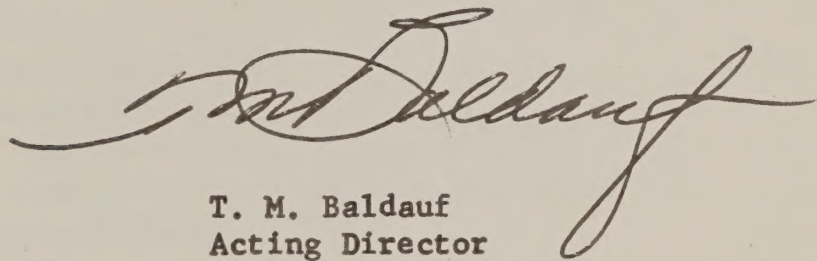
Other

" (b) Compare agency long-distance telephone communications expenditures for fiscal year 1965 with those for fiscal year 1963. Explain significant differences."

To comply with the deadlines established by Mr. Staats the information requested above (except paragraph 4(a)), should be submitted to this Office, in triplicate, not later than October 20, 1965, along with the name and telephone number of an agency representative to whom informal inquiries

may be directed. Response to paragraph 4(a), in triplicate, should be submitted not later than November 15, 1965.

Questions regarding this request for information may be directed to Mr. F. A. Hoyland, Extension 6867.



T. M. Baldauf
Acting Director



UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

October 25, 1965

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Communications and Relocation Test for USDA State Defense Boards

The communications and relocation test for USDA State Defense Boards, referred to in the memorandum of September 30, 1965, was held on October 19, 1965. The test was triggered on a "surprise" basis by a telex message sent from USDA, Washington, D. C. to the regular offices of the USDA State Defense Board Chairmen. The test required all 48 participating Boards to assemble at the Emergency State Offices by a prescribed time. All Boards did this and held a meeting relating particularly to the evaluation of readiness check sheets filled out recently by the County Defense Boards.

Thirty-four of the 48 States participating in the test reported that every agency with membership on the Board was represented at the ESO by either the member or a successor. In eleven States one agency representative was missing, and in three States representatives of two agencies were missing. All but two States were successful in sending reports of the test to Repoint using the telex equipment in the Emergency State Offices.

Generally the test shows our telex communications are effective both as a channel for providing messages to Board Chairmen at their regular offices and for establishing a link between the ESO's and Repoint. It also demonstrated that State Boards can be assembled quickly at ESO's with almost no notice if phone communications are available. The system of successors worked well in those cases where principal Board members were unable to attend.

As a result of the test, the few communications difficulties are being checked out. More emphasis will be placed on priorities for outgoing phone messages in an emergency. Further review will be made of distances Board members in a few States must travel to reach their ESO.

USDA agencies are commended for the excellent cooperation of their staff members in this test. The Defense Boards appeared to be well pleased both with this alerting test and with the county readiness check sheets which were evaluated during the test.

Quill H. Farnan

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington

October 26, 1965

To : Agency Heads

From : William M. Seabron, Assistant to the Secretary

Subject: Twenty-Third Annual Professional Agricultural
Workers Conference

The Twenty-Third Annual Professional Agricultural Workers Conference is scheduled for December 5-7, 1965, at Tuskegee Institute, Alabama. Department employees have attended this conference through the years.

A number of Administrators have raised questions as to whether or not this is a segregated meeting and, as such, could not be participated in officially by Department employees in light of the Secretary's memorandum on attendance at segregated meetings.

We asked the conference committee to supply us with evidence that this is not a segregated meeting and are satisfied from the materials submitted that it is an open conference. The meeting has therefore been approved for official Department participation.

Wm M Seabron

UNITED STATES DEPARTMENT OF AGRICULTURE

Office of the Secretary

Washington, D.C.

October 10, 1918

To

Secretary of the Interior

From

W. L. Rorer, Secretary of the Secretary

Subject: The proposed Federal Land Survey

Re: The proposed Federal Land Survey

The proposed Federal Land Survey is a project of the Department of the Interior, and is one of the most important and comprehensive surveys ever undertaken in this country. It is a project of the Department of the Interior, and is one of the most important and comprehensive surveys ever undertaken in this country.

A number of questions have been raised as to whether or not the proposed survey is a project of the Department of the Interior, and it is the purpose of this letter to answer these questions. The proposed survey is a project of the Department of the Interior, and it is the purpose of this letter to answer these questions.

We have the honor to acknowledge the receipt of your letter of the 10th inst. regarding the proposed Federal Land Survey. The proposed survey is a project of the Department of the Interior, and it is the purpose of this letter to answer these questions.

Very truly,
W. L. Rorer

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

December 13, 1965

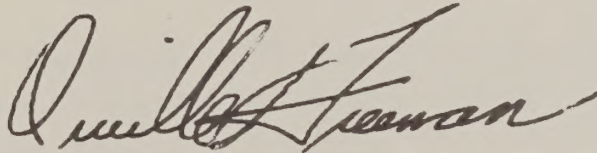
MEMORANDUM TO ALL EMPLOYEES OF THE
DEPARTMENT OF AGRICULTURE

Human Rights Week

The President has proclaimed the period December 10-17 as "Human Rights Week" marking the 17th anniversary of the "Universal Declaration of Human Rights" adopted by the U. N. General Assembly, and the 174th anniversary of the "Bill of Rights" as incorporated in the first ten amendments to the Constitution.

In his proclamation President Johnson reminds us of the words inscribed on the big bell at Independence Hall, "Proclaim Liberty throughout the land and unto all the inhabitants thereof. "

I urge that we observe this week dedicated to human rights to reaffirm the ideals and principles which underlie our Country's development. What we achieve in extending human rights we do for all mankind.

A handwritten signature in dark ink, appearing to read "William A. Freeman". The signature is fluid and cursive, with a long horizontal stroke at the end.

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

December 17, 1955

MEMORANDUM TO ALL EMPLOYEES OF THE
DEPARTMENT OF AGRICULTURE

Human Rights Week

The President has proclaimed the period December 10-17 as "Human Rights Week." During this week, the Department of Agriculture is sponsoring a series of programs designed to bring to the attention of the public the importance of human rights. These programs include the following:

In the past, the Department has been active in human rights work. In 1954, the Department issued a statement of its policy on human rights. This statement was a landmark in the history of the Department's human rights work. It stated that the Department is committed to the principles of human rights and that it will continue to work for the improvement of human rights throughout the world.

I urge that we all work together to make this Human Rights Week a successful one. Let us all join in the effort to bring to the attention of the public the importance of human rights. Let us all work for the improvement of human rights throughout the world.



UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

January 13, 1966

MEMORANDUM TO ALL EMPLOYEES

"Cleansweep" Campaign

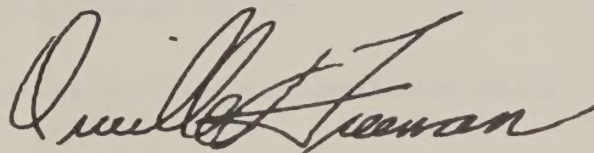
I have asked Agency Heads to conduct a "Cleansweep" Campaign in all offices and work units during the month of February, 1966. This is something every employee can help with.

"Cleansweep" is a housecleaning campaign. Its purpose is to get rid of the unwanted and unneeded paper in our files, and to free valuable equipment and space for better use. These are a big part of our office management costs.

I want the "Cleansweep" Campaign to focus attention on those costs, and on ways to reduce them. With honest effort we should be able to cut the paper accumulation in our offices 20 percent or more.

At the same time we can and should turn in the emptied cabinets and all other equipment and supplies that are excess to our needs.

I believe the "Cleansweep" Campaign will improve operations in our offices by making them less cluttered and more satisfying places to work in. I earnestly ask the wholehearted help and cooperation of all employees to make this campaign a success.

A handwritten signature in dark ink, appearing to read "William A. Freeman". The signature is fluid and cursive, with a large initial "W" and "F".

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

January 13, 1952

MEMORANDUM TO A. I. EMPLOYEES

"Chesapeake" Campaign

I have asked Agency Heads to conduct a "Chesapeake" Campaign in all offices and work units during the month of February, 1952. This is to emphasize every employee can help with

"Chesapeake" is a fundraising campaign. Its purpose is to get out of the situation and unneeded paper in our files, and to find valuable equipment and space for better use. There are a big part of our office equipment costs.

I want the "Chesapeake" Campaign to have attention on these costs, and on ways to reduce them. With honest effort we should be able to cut the paper accumulation in our offices 50 percent or more.

At the same time we can and should have in the simplified estimates and all other equipment and supplies that are excess to our needs.

I believe the "Chesapeake" Campaign will improve relations in our offices by making them less cluttered and more satisfying places to work in. I encourage you to ask the whole needed help and cooperation of all employees to make this campaign a success.



~~11/13/2012~~

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

January 21, 1966

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Special Merit Awards for Outstanding Costs
Reduction Achievement

General. I am initiating a new Special Merit Award Program for Outstanding Cost Reduction Achievement. The purpose of the award is to recognize employees or groups who have made an outstanding contribution to our Department-wide effort to cut costs. I intend to present the awards personally at a ceremony to be held in late March. Both field and Washington employees will be eligible for consideration. The awards will be given in addition to any monetary or honorary recognition otherwise authorized.

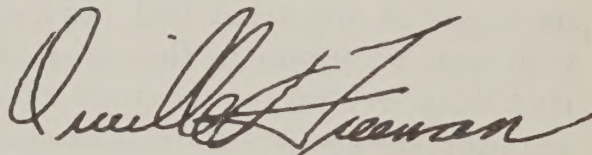
Guidelines. The following guidelines will apply:

- (1) An individual employee may be nominated if the value of his contribution results in reduced costs of \$25,000 or more in the first full year of operation. An exception will be made in the case of a particularly innovative idea producing savings of less than this if the amount saved is significant considering the scope of the employee's job responsibility.
- (2) A group (of 3 or more employees) may be nominated for an award if the first year savings from the contribution amount to \$50,000 or more.
- (3) An agency may submit up to five nominations each year.
- (4) The improvement must have been put into effect during the January-December period immediately preceding the March ceremony.
- (5) Close correlation of accomplishments under the Cost Reduction and the Incentive Awards Programs should be maintained in order that both will provide sources of nominees for this Special Merit Award.

- (6) All savings figures cited in a nomination must be validated in accordance with regular cost reduction procedures before submission to the Department (see Title I, Chapter 14).
- (7) Normally one person will be designated to travel to Washington to accept the award for a field group. Travel will be provided by the agency.
- (8) All nominations will be submitted (6 copies) in accordance with the attached format.

Administration. All nominations will be sent to the Director of Personnel who will be responsible for administering the details of this program. They must be received by March 4, 1966 to be considered for this year's ceremony. Agencies will be notified of Department selections from among those nominated as soon thereafter as possible.

Reporting. Appropriate publicity will be arranged as evidence of this Department's careful stewardship of its responsibilities.



Attachment

NOMINATION FOR
SECRETARY'S SPECIAL MERIT AWARD FOR OUTSTANDING
COST REDUCTION ACHIEVEMENT

NAME OF EMPLOYEE OR UNIT: John J. Smith

AGENCY: X and YZ

(If unit, list names of all employees participating in the achievement. Identify head of unit)

POSITION: Assistant to the Director,
Livestock Division

GRADE: GS-13

HEADQUARTERS: Beltsville, Md.

BRIEF SUMMARY OF ACHIEVEMENT: Mr. Smith developed, recommended, and assisted in the implementation of a new method for fabricating and maintaining improved equipment used by Federal Meat Graders which has resulted in savings of \$25,000 per year.

DETAILED EXPLANATION: (Give necessary facts to describe achievement and justify an award. Use descriptive paragraph headings where possible. Keep fog index low. Show how dollar savings were computed)

OTHER AWARDS: (List any other type of recognition which involves this accomplishment. Include dates e.g.:)

Cash award of \$_____. Jan. 1965

Sustained above-average performance award. Nov. 1965

Selected for award by National Meat Institute

COST REDUCTION REFERENCE: (Indicate when action was submitted to Department as a cost reduction program accomplishment. Show agency cost reduction control number and dates. This will be from Form AD-378 for projects or actions reported for Jan. 1 - June 30, 1965 and from Form AD-378 B for those reported for July 1 - Dec. 31, 1965)

MEMORANDUM FOR

SECRETARY'S OFFICE
JOHN F. KENNEDY

DATE OF REPORT: 10-10-63
TO: THE PRESIDENT
FROM: [Name of official]
SUBJECT: [Subject of report]

REFERENCE: [Reference to previous report or document]

[Main body of the memorandum, containing the details of the report. The text is mirrored and appears to be bleed-through from the reverse side of the page.]

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[Continuation of the main body text, also appearing to be mirrored.]

[Continuation of the main body text, also appearing to be mirrored.]

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UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

February 9, 1966

USDA STATE DEFENSE POLICY MEMORANDUM NO. 6
REVISED, SUPPLEMENT 2

Office of Emergency Planning Resource Management
Program for State and Local Governments

State Food Plans

The principal purpose of this Supplement is to make sure that State Food Plans as finally approved are available as follows:

ESO	1 copy
State ASCS Support Records	1 copy
This Office	4 copies (3 for working records and 1 for the USDA relocation site)

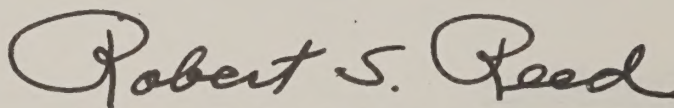
USDA State Defense Board Chairmen are requested to see that Food Management Representatives (or other USDA members of State Food Task Groups, if any) make such arrangements as are necessary to obtain and distribute copies as above.

When State Food Plans are drafted by State Food Task Groups, copies are reviewed and commented upon by OEP, and by USDA through the courtesy of OEP. Food Task Groups usually reflect these comments in revised versions of the plans which then are exercise-tested, and the final approved versions follow the test. These final products are the ones which need to go into the records as described above.

A number of States have reached or passed the testing stage; some are approaching it, and some still are little beyond first draft. USDA State Defense Board Chairmen in States where this work still is incomplete are requested to make certain that all possible assistance is being furnished by the FMR or other authorized representative to the end that all State Food Plans can be completed without delay.

Other State Resource Management Plans

USDA State Defense Board Chairmen are requested to obtain and file at their respective ESO's one copy of each of the plans developed for economic stabilization and for the State management of other resources. These plans will be of great value to USDA State Defense Boards in supporting State rationing plans and carrying out the non-food requisite claimancy function. It is suggested that Sections of Part B be discarded as corresponding final State Plans are obtained.



Robert S. Reed
Assistant to the Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

March 4, 1966

My Fellow Employees:

Since all of you were not able to attend the recent meetings with me in Jefferson Auditorium, I am taking this means to say a most sincere "thank you" for helping to make possible the great progress that's been made in American agriculture during the past five years.

These five years have slipped by quickly. But, during that time I've learned the real contribution each of you make in keeping up the vital work of this Department.

I have found you to be creative and imaginative. You are movers and doers with great determination and high regard for the public interest.

Our accomplishments have advanced the well being of every person in this country and many of our friends around the world.

In the commodity area --

We helped stop the downward swing in farm income and stimulated its 40 percent improvement since 1961 to a post-war high.

Crushing surpluses were reduced to what today might better be called reserves.

Your positive approach to developing a meaningful farm program is responsible for the Food and Agriculture Act of 1965, which I believe is the most significant farm legislation enacted since 1938.

The consumers of the nation have enjoyed great progress also.

- They eat better, and for proportionately less of their income today than they did five years ago.
- About 42 million Americans are now more healthy and energetic because of the Food Stamp, Direct Distribution, and School Lunch and Milk Programs.

- Utilization research has brought to the tables more convenience foods.
- Agricultural exports are up nearly 45 percent.
- Food for Peace has assisted 115 countries populated by 1.7 billion people.

In the communities of the country --

A billion dollars' worth of loans have been made to people in rural America for homes, community facilities, recreation, and for water and waste disposal systems.

Nearly 30,000 rural landowners have been assisted in establishing income-producing recreation enterprises.

A record number of small watershed projects were launched.

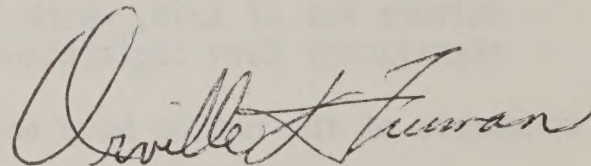
And all of this has been done at less cost.

- You gave me one of my better days at Cabinet when I was able to point out that we had accomplished cost-reductions of \$1 billion from 1961 to 1965.
- I have made an estimate of a \$900 million cost-reduction goal for the current fiscal year.

I think we've all learned a lot in these last five years. I know I have. I'm confident we're going to be called upon for greater efforts in the years ahead.

But my experience with your performance in the past makes me confident we will be able to respond to any challenge that comes our way.

Again thanks very much for your help and my best personal good wishes to you as we work together in the future.



Orville L. Freeman
Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

March 4, 1966

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Confidential Nature of
Planning - Programming - Budgeting Materials

The Bureau of the Budget has now issued, and you have received, the Supplement to Bulletin No. 66-3 containing additional instructions for developing Program and Financial Plans and the Program Memoranda.

You should note particularly the instruction contained in paragraph #5 which provides that documents developed in the planning and programming process will have the status of privileged communications the same as material developed for the budget process. This means that they are considered administratively confidential and shall not be disclosed except on the restricted basis prescribed in the Administrative Regulations of the Department (6 AR 178).

You should take the necessary steps to assure that all members of your agency who participate in the development of planning, programming, and budget materials, or who have access to such materials, are familiar with the rules referred to in the Supplement to Bulletin 66-3. This includes the requirements of Bureau of the Budget Circular No. A-10 as well as the instructions in paragraph 178 of Title 6 of the Department's Administrative Regulations.

Quill B. Farnsworth

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

MEMORANDUM TO HEADS OF DEPARTMENTAL AGENCIES

Planning & Programming - Departmental Activities
Essential Nature of

The Bureau of the Budget has not issued, and you have requested, the Department to submit the 1964-65 continuing activity report for the Department's programs and the Program Memoranda. You should note, particularly the instruction contained in paragraph 15 which provides that activities developed in the planning and programming process will have the status of approved continuing activity. The Bureau has developed the budget for 1964-65. The Bureau has also indicated that the continuing activity report should be submitted to the Bureau by the Department by April 15, 1964.

You should take the necessary steps to ensure that all activities of your agency which are continuing in the Department are reported to the Bureau. The Bureau has indicated that the continuing activity report should be submitted to the Bureau by the Department by April 15, 1964. The Bureau has also indicated that the continuing activity report should be submitted to the Bureau by the Department by April 15, 1964. The Bureau has also indicated that the continuing activity report should be submitted to the Bureau by the Department by April 15, 1964.



UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

March 14, 1966

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Handling of Department Correspondence

I am concerned that all correspondence in the Department be handled promptly and effectively.

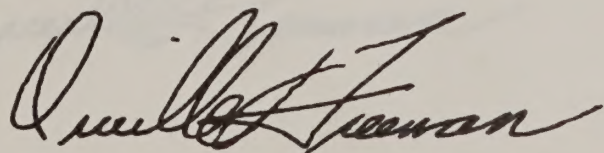
I have noted recently a number of instances where there are excessive delays in answering letters. This applies to mail answered in the agencies as well as in the Secretary's office. I have noted also an increasing number of cases where a correspondent has communicated a second time expressing concern over not having received a reply to a previous letter.

Our standards are outlined in Chapter 1(a) of the Correspondence Manual, and in Chapter VI, Title 4, of the Administrative Regulations.

The President has indicated that replies to Presidential and Congressional mail should be made within two days after being received in the Department. It is imperative that we make every effort to do this -- that our replies be made promptly, clearly and courteously.

Some agencies make a practice of acknowledging receipt of correspondence. This is good when there is a reasonable need for consultation and study or when it is necessary to obtain information from the field. It should not be used as a means to defer the preparation of a reply or to cover up inefficient handling. Even when acknowledged most final replies should be out within the next week.

I am asking each agency head to give this matter his personal attention. You should take all possible steps to eliminate unnecessary reviews and clearances. The mail must not be allowed to remain or pile up on someone's desk awaiting attention.



UNITED STATES DEPARTMENT OF AGRICULTURE
BUREAU OF THE BUREAU
WASHINGTON, D. C.

March 14, 1915

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Handling of Department Correspondence

I am pleased that all correspondence in the Department is handled promptly and efficiently.

I have noted recently a number of instances where there are excessive delays in answering letters. This applies to mail received in the Department as well as to the Department's own mail. I have noted that in certain cases where a correspondent has communicated a request for information, the Department has not been able to reply in a timely manner.

The standards are outlined in Chapter 11 of the Correspondence Manual, and in Chapter VI, Title 4, of the Federal Administrative Regulations.

The Department has indicated that replies to Presidential and Congressional inquiries should be made within a five day period. It is imperative that we make every effort to meet this requirement. It is imperative that we make every effort to meet this requirement.

Some agencies make a practice of acknowledging receipt of correspondence. This is good when there is a substantial need for investigation and study; when it is necessary to obtain information from the field. It should not be used as a means to delay the preparation of a reply or to cause an indefinite handling. Even when acknowledgment is made, the reply should be sent within the next week.

I am giving each agency head to give this matter the personal attention. You should take all possible steps to eliminate unnecessary delays and to improve the handling of correspondence. The goal is to have a reply sent within the next week.



UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

March 21, 1966

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

1966 Budget Expenditures

I have just received a memorandum from the President asking this Department to hold its 1966 expenditures to the minimum required for carrying out essential responsibilities.

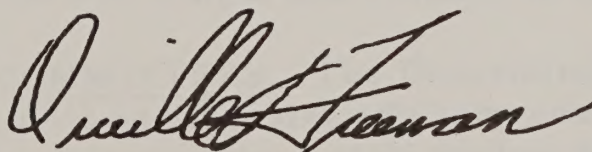
We in the Department should--and are--taking every possible step to see that our expenditures are held to the minimum.

But the President's memorandum reminded me that today the need for holding down expenditures is doubly imperative. As the rising costs of Vietnam are added to the private demands generated by a prosperous economy, the necessity to guard against inflation takes on greater urgency. Tight control over Agriculture's spending will not only avoid direct waste but will also help prevent the indirect and inequitable waste that results from deterioration of the dollar's value.

The President also asked that we re-examine our 1966 expenditures and report to the Director of the Budget Bureau thereon.

Therefore, I am asking each agency head to submit to the Office of Budget and Finance no later than March 25 the latest estimate of 1966 expenditures for each of his agency's appropriations and funds shown in the 1967 administrative budget. He should explain any variation of more than \$100,000 from the budget's 1966 estimate.

Each agency head should give this matter his personal attention. I want these reports to show the latest and most accurate estimates available and I intend to review them carefully before sending my report to the Budget Director.

A handwritten signature in dark ink, appearing to read "Dan. P. Moynihan", is written in a cursive style.

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

March 21, 1954

MEMORANDUM TO HEADS OF DEPARTMENTS AND AGENCIES

1955 Budget Expenditures

I have just received a memorandum from the President asking the heads of departments to hold the 1955 expenditures to the minimum possible for carrying out essential responsibilities.

We in the Department should--and are--taking every possible step to see that our expenditures are held to the minimum.

But the President's memorandum reminds me that by the end of the coming year expenditures are likely to be heavily increased. As the coming year's expenditures are based on the present budget, a large part of the increase is due to the necessity to carry out the program authorized by the Congress. This control over expenditures is a responsibility which we have assumed. It is our duty to help prevent the increase in expenditures which would result from the continuation of the present program.

The President also asked that we re-examine our 1955 expenditures and report to the Director of the Budget Bureau.

Therefore, I am asking each agency head to submit to the Director of the Budget Bureau a report on the agency's expenditures and to hold the 1955 expenditures to the minimum possible. The report should be submitted by the agency head to the Director of the Budget Bureau by the end of the month of April.

Each agency head should also submit his personal estimate of the amount of the agency's expenditures for 1955. This estimate should be submitted to the Director of the Budget Bureau by the end of the month of April. I intend to review these estimates before making my report to the President.



UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

March 25, 1966

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Reports on Committees

1. CURRENT REVIEW. In the next few months the Department must (1) report to the Bureau of the Budget on its participation in inter-agency (interdepartmental) committees and (2) publish an annual report of public advisory committees. I suggest that we do more than report. I suggest that each sponsoring agency examine its committee activities to eliminate any group found to be inactive or nonproductive. This job requires the attention of decision-making officials.

Guiding policy is this: reduce the number of committees and curtail the frequency of meetings.

The Department's Administrative Regulations (1 AR 450-467) provide for termination of individual committees after two years of operation, unless extension is authorized. This span of time should suffice to accomplish the work assigned to many committees. Even those authorized by law should be evaluated to determine whether a legislative proposal should be made to change the statute.

2. INTERAGENCY COMMITTEES. An annual report on interagency (interdepartmental) committees is required by the Bureau of the Budget. Each agency which exercises the chairmanship of an inter-agency committee shall provide the information required in accordance with 1 AR 463 of the Department's Administrative Regulations.

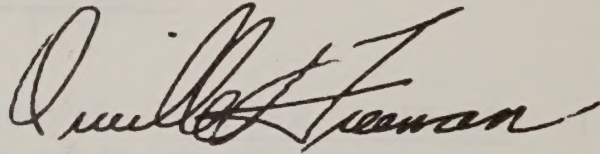
Before preparation of the report, the activities of interagency committees (including subcommittees) should be reviewed in light of the policies outlined in 1 AR 461-462.

Reports are due in the Office of Budget and Finance by April 15.

3. PUBLIC ADVISORY COMMITTEES. The Department publishes annually a listing of its public and industry advisory committees. Each agency sponsoring such committees shall review Forms AD-241,

"Committee Control Record," to assure that information presented is accurate and up-to-date, in accordance with 1 AR 467.1.

New or revised Forms AD-241 providing current information are due in the Office of Budget and Finance by June 15.



UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

April 7, 1966

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Nonreimbursable Details of Employees

In carrying out our activities, it is occasionally necessary to detail employees, on a nonreimbursable basis, either between agencies of the Department or to agencies outside the Department.

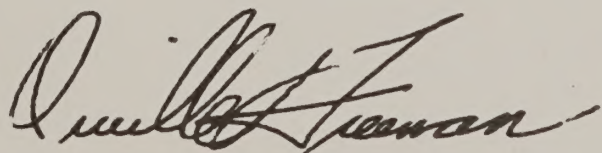
It is necessary that we have in this office an accurate record of these details. "Details" for this purpose are defined as assignments of employees from one agency to another, either formally or informally.

Therefore, effective immediately, all nonreimbursable details will be approved in advance by the Assistant Secretary for Administration. The head of the agency which pays the employee to be detailed will request the Assistant Secretary's approval, in writing, through the Director of Finance. His request should specify the name, grade, and salary of the employee, the agency to which detailed, the length of the detail, and the reason why it must be made.

These instructions do not apply to details made (1) where agencies jointly engage in an activity (including ad hoc task forces) directly concerning the missions of each of them, (2) where authorized exchanges of career employees for training or orientation are involved, (3) where emergency circumstances (such as a natural disaster) require pooling of employees, or (4) where they are made on a short-term basis, not to exceed thirty days.

A report on all existing nonreimbursable details, except as provided above, should be submitted to the Director of Finance by April 15, 1966, giving the same information requested above for new details.

Requests for approval under this memorandum will suffice for requests for approval under Budget and Finance Memorandum No. 598, dated October 26, 1965.



UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C.

April 11, 1915

MEMORANDUM FOR THE CHIEF OF THE BUREAU OF ENTOMOLOGY

Subject: The Control of the Cotton Bollworm

It is suggested that the following be included in the report on the control of the cotton bollworm, as a preliminary to the final report on the subject.

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It is suggested that the following be included in the report on the control of the cotton bollworm, as a preliminary to the final report on the subject.

Respectfully,
Secretary



UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

April 13, 1966

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES
AND ALL USDA FIELD OFFICES

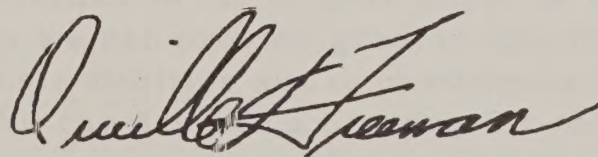
Senior Citizens Month

President Johnson has proclaimed May as Senior Citizens Month. I urge each of you to observe this "New Day for the Older American" in your home community.

The Department of Agriculture aids senior citizens in many ways. We help those in rural areas with loans to build or improve individual homes; we give financial aid in building senior citizens group housing units. We aid the needy with food through the Food Stamp and other special programs. And through extension home agents and 4-H clubs we extend a helping hand to the elderly throughout the country.

But even more importantly, the Department of Agriculture utilizes the wisdom and experience of our senior citizens on advisory and citizens groups -- in community action and in rural community development programs.

Senior Citizens Month is a time to place additional emphasis on these programs. I urge each of you, whatever your job, to search for new ways both to help, and to enlist the wisdom and experience of, senior citizens in your programs -- not only this month but all during the coming year.

A handwritten signature in dark ink, appearing to read "Philip H. Homan". The signature is fluid and cursive, with the first name "Philip" being more prominent and the last name "Homan" following in a similar style.

Attachment

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

April 11, 1966

MEMORANDUM FOR THE SECRETARY OF AGRICULTURE

Subject: [Illegible]

[Illegible]

[Illegible]

[Illegible]

[Illegible]

[Illegible]

[Illegible Signature]

[Illegible]

APRIL 1, 1966

OFFICE OF THE WHITE HOUSE PRESS SECRETARY

THE WHITE HOUSE

SENIOR CITIZENS MONTH

MAY 1966

BY THE PRESIDENT OF THE UNITED STATES OF AMERICA

A PROCLAMATION

A basic goal of an enlightened society must be to provide opportunities which enable older people to keep and strengthen their independence and dignity.

For too many Americans, the later years still mean loneliness, idleness, lack of purpose and meaning.

Today we have the tools to change this. We have the power to enrich the lives of older Americans and to benefit from their skills, their wisdom and their experience.

Nearly 18,500,000 American men and women are 65 years old and over. Each day almost 3900 Americans reach 65.

For all of them, a new life is now possible. Programs proposed by this Administration and enacted into law by the 89th Congress are being launched and expanded in the largest effort on behalf of the aging in our history. Now we can provide greater opportunities for our older Americans to use their abilities and to participate in useful work and rewarding leisure. We can declare a new day for older Americans.

NOW, THEREFORE, I, LYNDON B. JOHNSON, President of the United States of America, do hereby designate the month of May 1966 as Senior Citizens Month.

(MORE)

'OVER)

I call upon all Federal, State and local governments, in partnership with private and voluntary organizations, to join in community effort to give meaning to the theme of this special month: A NEW DAY FOR THE OLDER AMERICAN.

Let us make this month memorable by the dedicated efforts of each citizen to provide those benefits and opportunities within community programs which will add satisfaction and dignity to the lives of aging Americans.

I also invite the Governors of the States, the Governor of the Commonwealth of Puerto Rico, the Commissioners of the District of Columbia, and appropriate officials in other areas subject to the jurisdiction of the United States to join in the observance of Senior Citizens Month.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the Seal of the United States of America to be affixed.

DONE at the City of Washington this first day of April in the
year of our Lord nineteen
hundred and sixty-six, and
(SEAL) of the Independence of the
United States of America the
one hundred and ninetieth.

LYNDON B. JOHNSON

By the President:

DEAN RUSK
Secretary of State

#

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

April 21, 1966

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

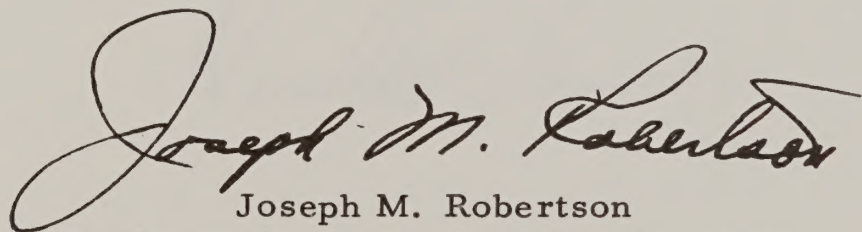
Minority Group Statistics System

Under regulations of the Civil Service Commission, the Department hereby establishes a system for keeping records of employees' minority group status.

Dora E. Oliver, Chief, Policies and Procedures Division, Office of Personnel, will act as the system coordinator and point of control. Mrs. Oliver will be responsible for direct surveillance over our automated and manual recording of group status.

Details of our automated system have been set forth in Personnel Bulletin No. 293-4, dated March 24, 1966, issued by the Office of Personnel. Manual systems for full-time employees not under MODE must be established by Agencies involved. These are subject to prior review by Mrs. Oliver and the Civil Service Commission.

All requests for reports showing minority group data must be cleared with Mrs. Oliver. Approval of the request will depend on whether the report will help to achieve the objectives of the equal employment opportunity program. At the same time the reports must protect the confidentiality of individual minority group designations.


Joseph M. Robertson
Assistant Secretary for Administration

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D.C.

March 21, 1966

Memorandum for the Secretary

Re: Request for information regarding the status of the investigation of the alleged activities of the Central Intelligence Agency in the United States.

On March 10, 1966, the Honorable Earl Warren, Chairman of the Senate Select Committee on Assassinations, requested information regarding the activities of the Central Intelligence Agency in the United States.

In response to this request, the Central Intelligence Agency has provided information regarding its activities in the United States. This information is being provided to the Senate Select Committee on Assassinations for their use in their investigation.

All requests for information regarding the activities of the Central Intelligence Agency in the United States should be referred to the Central Intelligence Agency for their response.



James H. Robertson
Assistant Secretary for Administration

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

April 29, 1966

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

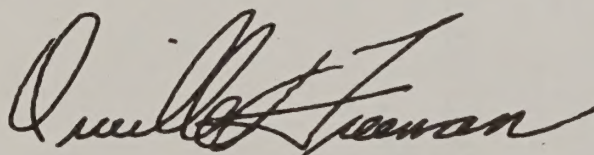
Reports Review Summary

In 1964, we held our first Department-wide review of reports. That review was required by Secretary's Memorandum No. 1559 and included all reports submitted to our national offices. We have just completed a second phase of the review which includes those reports required by state or comparable level organizations.

As a result of these two reviews, we have eliminated 318 reports and improved 300 others. The total savings realized from these actions is a respectable \$630,296. This figure does not include the value of improvements to 34 USDA reports (17 of them involving MODE conversion) made since the end of the first review.

I believe this effort has been very worthwhile, and I congratulate each of you for your part in the accomplishment. The Department has come a long way in managing its reports in the past two years. I urge each of you to continue this effort.

A detailed summary of agency actions during these reviews is attached.

A handwritten signature in dark ink, appearing to read "William B. Franzen". The signature is fluid and cursive, with a large initial "W" and "F".

Attachment (see reverse)

UNITED STATES DEPARTMENT OF AGRICULTURE

SUMMARY OF USDA REPORTS REVIEWS

Agency	Reports Eliminated by		Reports Improved by		Savings Reported by		Total Savings
	Nat. Office	Field Office	Nat. Office	Field Office	Nat. Office	Field Office	
ARS	9	18	11	17	\$ 25,500	\$ 23,068	\$ 48,568
ASCS	38	58	13	15	134,556	32,010	166,566
CEA	--	--	--	--	--	--	--
C&MS	11	--	28	--	28,974	--	28,974
CSRS	--	--	--	--	--	--	--
ERS	--	--	--	--	--	--	--
FAS	3	--	32	--	54,628	--	54,628
FCIC	1	--	1	--	1,157	--	1,157
FCS	--	--	2	--	1,162	--	1,162
FES	2	3	2	--	4,425	1,500	5,925
FHA	2	3	--	1	2,634	2,897	5,531
FS	7	75	12	54	89,111	55,182	144,293
IADS	--	--	--	--	--	--	--
NAL	31	--	33	--	3,719	--	3,719
OMS	--	--	3	--	4,000	--	4,000
RCDS	--	--	--	--	--	--	--
REA	11	--	6	--	10,206	--	10,206
SCS	4	26	2	22	6,746	42,790	49,536
SRS	--	--	--	--	--	--	--
All Staff Offices	16	--	46	--	106,031	--	106,031
Totals	135	183	191	109	\$472,849	\$157,447	\$630,296

Total: 318

Total: 300

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

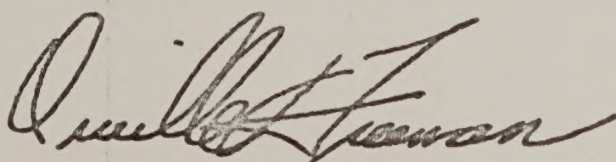
FOR INFORMATION

April 29, 1966

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Report On Cleansweep Campaign

1. Successful Effort. Agency reports on the Cleansweep Campaign show that it was a success. I believe that the results given below fully justify your efforts and the efforts of your employees in the Cleansweep Campaign.
2. Records Accomplishments. Agencies destroyed 79,395 cubic feet of over-age records and sent another 25,072 cubic feet to Federal Records Centers. This total of 104,467 cubic feet is enough to fill 13,928 five-drawer filing cabinets, having a replacement value of \$696,400. It is 11 percent of all the records held in the Department.
3. Publications Action. Agency Cleansweepers salvaged or returned for re-use 44,860 cubic feet of publications. This figure includes salvage of out-of-date publications and reference items, plus re-distribution of current excess stocks. Additional storage space is provided for management of current publications.
4. Equipment and Supplies. During the Campaign, agencies declared excess office, laboratory, and shop furniture and equipment with an original value of \$893,932. At the same time, office supplies valued at \$24,986 were turned in for re-use. Most of this equipment will be put to good use, either by Federal or State agencies. In turn, our offices will have cleaner, more useable space in which to work.
5. Well Done. I sincerely appreciate the support you gave the Cleansweep Campaign in your agencies. Please thank your employees on my behalf for their efforts. Their response to the Campaign was very gratifying. I feel we have made real progress in cleaning our offices of unneeded records and equipment. I hope you will continue to work energetically toward our Department goals for records disposals and transfers to Federal Records Centers.



April 29, 1964

MEMORANDUM FOR THE SECRETARY OF AGRICULTURE

Subject: Report of the Committee on the Status of the Nation's Forests

The Committee on the Status of the Nation's Forests, established in 1959, has the honor to submit to you its report. The Committee was organized to study the status of the Nation's forests and to make recommendations for their better management. It has held numerous public hearings and has received many suggestions from interested citizens. Its report is being submitted to you in the form of a memorandum.

The Committee's report is divided into two main parts. The first part, "The Status of the Nation's Forests," describes the current state of the Nation's forests. It discusses the amount of forest land, the types of forests, and the problems facing the forest industry. The second part, "Recommendations," sets forth the Committee's suggestions for improving the management of the Nation's forests. These recommendations include the establishment of a National Forest System, the improvement of forest management practices, and the development of new forest products.

The Committee believes that these recommendations are essential for the long-term health and productivity of the Nation's forests. It urges that they be given prompt consideration. The Committee also wishes to express its appreciation to the many individuals and organizations that have assisted it in its work. It is confident that the Nation's forests will be better managed and that the forest industry will be more prosperous as a result of the Committee's recommendations.

Very truly yours,
[Signature]

Enclosed for the Secretary are two copies of the Committee's report. One copy is being furnished to the Forest Service for its information and guidance. The Committee also wishes to express its appreciation to the many individuals and organizations that have assisted it in its work. It is confident that the Nation's forests will be better managed and that the forest industry will be more prosperous as a result of the Committee's recommendations.

[Signature]

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

May 3, 1966

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

National Farm Safety Week

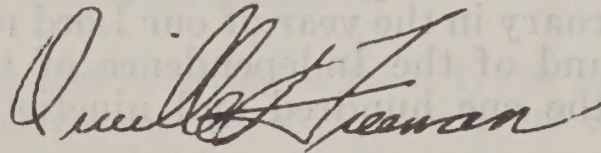
July 24-30, 1966

President Lyndon B. Johnson has issued a proclamation calling upon the people of the Nation to observe the week beginning July 24, 1966 as National Farm Safety Week. He has expressed personal and national concern for the safety and welfare of all citizens. Farm families and others working with agriculture are urged to unite for safety and the reduction of accidents.

The Department of Agriculture and the National Safety Council co-sponsor the observance of National Farm Safety Week in cooperation with the State Agricultural Extension Services, farm organizations, the farm press, radio, television, and other groups. I, therefore, urge all services of the Department to cooperate in all appropriate ways to promote its effective observance.

Each service is requested to acquaint its field personnel with the proclamation. I further urge each service to promote safe working conditions and practices for its personnel and encourage farm and rural families to do the same.

Let us all join in making the United States Department of Agriculture a vigorous leader in safety.



Proclamation reproduced on reverse.

NATIONAL FARM SAFETY WEEK, 1966

By the President of the United States of America

A Proclamation

American farmers have achieved more progress during the past three decades than in all our previous history.

Thanks to that progress, a single farmer today can do all the work that once was performed by four. One American farmer today feeds and clothes himself and 32 others—and this is the true foundation of our national abundance.

There is one area of farm life, however, which still needs much improvement. Accidents continue to cost the lives of thousands of men, women, and children on our farms, and disable nearly 750,000 more each year.

This grievous and unnecessary waste of human and economic resources, plus the profound physical and psychological damage suffered by members of farm families, causes me to view the rural accident problem as a matter of national concern.

For this reason, I urge all farm families to help achieve our goal of safer rural communities by eliminating those hazards and unsafe practices that cause or contribute to accidents. Progress toward this goal is the objective of National Farm Safety Week, 1966.

NOW, THEREFORE, I, LYNDON B. JOHNSON, President of the United States of America, do hereby call on the people of the Nation to observe the week beginning July 24, 1966, as National Farm Safety Week. I urge all families who live on farms, and all persons and groups serving or allied with agriculture, to unite for safety, and apply full energy and determination to the vital task of reducing accidents at work, in homes, at recreation, and on the roadways.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the Seal of the United States of America to be affixed.

DONE at the City of Washington this twenty-fourth day of February in the year of our Lord nineteen hundred and sixty-six,
[SEAL] and of the Independence of the United States of America the one hundred and ninetieth.

LYNDON B. JOHNSON

By the President:

DEAN RUSK,
Secretary of State.

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

This memo will be implemented by
a CMS No. 100

May 9, 1966

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

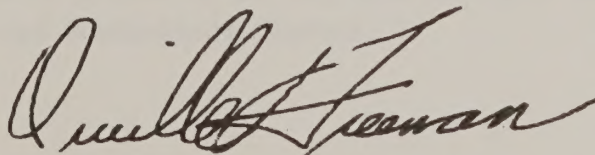
President's Youth Opportunity Campaign

Last year President Johnson initiated one of the most significant and dynamic programs for the youths of America, the Youth Opportunity Campaign. Industry and government were asked to find meaningful work and training opportunities for boys and girls age 16 through 21. At that time I pledged the Department would employ at least 1 youth for every 100 employees--1,150 for the Department. While this was a great challenge, I knew I could depend on you. Through your cooperation and determined effort the Department not only redeemed my pledge but employed 1,821 boys and girls. You have every right to feel proud in this success.

On April 11, 1966 the President announced a resumption of this program for the coming summer. Once again we are able to help--to open the door of opportunity to the youth of the country--to offer them a means to gain a meaningful work experience and, for some, the chance to continue an education that would not otherwise be possible. I am confident that each of you will respond with the same enthusiasm and desire as last year.

Work opportunities are to be provided at the rate of 1 extra youth for every 100 employees on our payrolls. These jobs are to be given to boys and girls age 16 through 21 who need the work most because of education or economic disadvantages.

This year I have again set a target of hiring at least 1,150 youths in the Department. I am confident that each of you will not only help me meet this goal but to exceed it by a healthy margin. I have asked the Director of Personnel to assist you in every way possible in this program.



UNITED STATES DEPARTMENT OF AGRICULTURE

Division of Entomology and Plant Quarantine
Washington, D. C.

TO THE ENTOMOLOGICAL SOCIETY OF AMERICA
FOR THE PUBLICATION OF THE PROCEEDINGS
OF THE ANNUAL MEETING
Held at the University of California, Berkeley, California
August 1-5, 1924

THE ENTOMOLOGICAL SOCIETY OF AMERICA
was organized in 1889 for the purpose of
promoting the study of entomology and
the dissemination of entomological knowledge.
It is a non-profit organization and its
income is derived from the sale of its
publications and the contributions of its
members.

The Society is composed of members who
are interested in the study of entomology
and who are desirous of promoting the
study of entomology and the dissemination
of entomological knowledge.

The Society is organized into sections
which are interested in the study of
entomology and the dissemination of
entomological knowledge.

W. H. Anderson

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

May 13, 1966

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

"Cost Reduction Notes"

Here are three very important communications from the President's Office. I want you to give them wide circulation in Washington and the field.

We in the Department of Agriculture know firsthand of the President's personal commitment to thrift. In his recent speech at our cost reduction awards ceremony he said

"I believe that waste is a crime. I believe that waste is against our freedom. I believe that waste is against our progress. Thus, I believe that waste is like bailing a boat; you have to keep at it. There is no time to rest. "

In each of his latest messages the President reiterates this theme. He is not going to let us relax or coast on what we have achieved so far -- no matter how good our record is. And, it is good. For example, the total civilian department and agency savings goal for fiscal year 1966 is over one billion dollars -- \$1,032 million. Our contribution toward this goal is \$456.3 million or 44 percent. As of December 31, 1965, we had achieved \$223.5 million or almost 50 percent of our target.

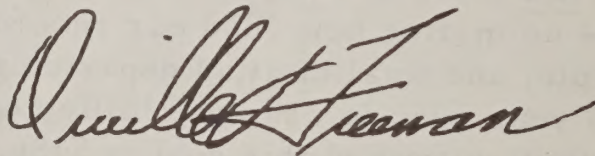
I cite these figures to both commend you and urge you to further achievement. I want, and I know you want, our record at the end of this fiscal year to show full accomplishment of our goal. We cannot let the President or the taxpayers down. I would refer you to the President's memorandum of April 19, 1966, on this score.

We will need to constantly review operations for new ways to stretch available resources. We cannot overlook a single idea. It is for this reason that I am especially pleased to see the Bureau of the Budget's new publication "Cost Reduction Notes. "

It is designed to serve as a Government-wide clearinghouse of cost-cutting ideas. Every manager and supervisor needs to review this and succeeding issues very carefully. It contains successful money-saving innovations that I know we can use. And we need to continue to share our innovations with others.

For this reason I want you to do three things:

1. Circulate copies of "Cost Reduction Notes" throughout your agency,
2. Send me a report on how many of the ideas from this new publication your agency has put into effect by June 30, 1966. Show dollar savings. Include this special report as a supplement to your regular cost reduction report for the last half of fiscal year 1966, and
3. Send me at least one new idea your agency would like to share with other units of Government. These should be submitted to the Department's Cost Reduction Officer by June 10, 1966. Please follow the format used by the Bureau of the Budget.



Attachments

THE WHITE HOUSE

WASHINGTON

April 29, 1966

MEMORANDUM TO HEADS OF DEPARTMENTS AND AGENCIES

One year ago I asked each of you to establish a formal, systematic program to reduce the cost of Government. Your cost reduction goals for both this and the next fiscal year were to be the maximum which imaginative, prudent management could achieve. You were requested every six months to reassess your progress, reevaluate your goals, and look hard once again for new opportunities for savings.

You know what progress your own agency is making. I also want you to know how the Government as a whole is doing.

First goals established for fiscal year 1966 totalled \$871 million for all civilian departments and agencies.

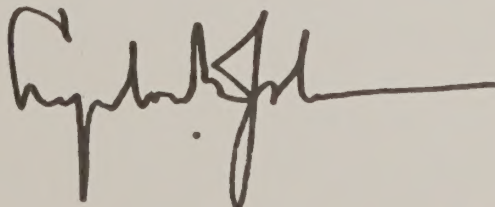
This was good. I am now pleased to learn that your latest estimates are even better.

- By December 31 -- the mid-point of the fiscal year -- the civilian departments and agencies had already taken actions to save over \$700 million.
- As a result of your latest reviews, the total goal for fiscal year 1966 has been raised by \$161 million. It is now slightly over one billion dollars -- \$1,032 million.

In the latest review, you also established goals for fiscal year 1967 which begins on July 1. For that fiscal year, which is still two months away, the present goals of the civilian agencies total \$946 million.

The Department of Defense measures its cost reduction program somewhat differently. Its goal is to save \$6 billion by the end of fiscal year 1968 from savings actions taken by the end of fiscal year 1966. Defense is making good progress. So far it has achieved \$3,075 million of its goal.

A good record to date is not a signal to relax. Our savings goals must continue to be ambitious and imaginative, and we must be fully successful in meeting them. What I said in my 1967 budget message still holds: "I believe we are making good progress in reducing costs and improving efficiency, but I will never be satisfied that we have done all we should." It is vital that you continue to give this cost reduction program your full attention.



The first part of the report deals with the general situation in the country. It is a very brief summary of the main facts and figures. The second part is a more detailed account of the work done during the year. It is divided into three sections: the first deals with the work done in the field, the second with the work done in the laboratory, and the third with the work done in the office.

The work done in the field was very varied. It included a number of expeditions to different parts of the country, and a large amount of time was spent in the mountains. The work done in the laboratory was also very varied. It included a number of experiments on the physiology of the human body, and a large amount of time was spent in the study of the anatomy of the human body.

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10-11-1964

April 19, 1966

Office of the White House Press Secretary

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THE WHITE HOUSE

MEMORANDUM FROM THE PRESIDENT
TO HEADS OF DEPARTMENTS AND
AGENCIES

If Federal agencies were still operating at their 1964 level of efficiency, my 1966 and 1967 budgets would have to be \$3 billion higher. These savings mean that we are getting more value for our tax dollars. It means the American people are \$3 billion better off.

This makes clear why I consider cost reduction so important. It explains why I want every Government employee to think hard about opportunities for cost reduction, and why I want the best ideas publicized for all to use. A good idea from one agency should not stop there, but must be made known throughout the Government.

Some time ago I asked the Budget Director to develop a system of exchanging information about cost reduction among Federal agencies. He has prepared the pamphlet which is attached--the first issue of a series of "Cost Reduction Notes."

"Cost Reduction Notes" describes imaginative actions which have produced savings in one agency and which carry promise of applicability throughout the Government. The ideas vary widely, but they were chosen as ones likely to be useful to agencies with differing responsibilities. By bringing the ideas together in a pamphlet which will be circulated throughout the Federal Government, we are seeking to multiply the savings already achieved.

I want "Cost Reduction Notes" to be read widely in every agency, both in Washington and in the field. I want each idea to be considered carefully. I hope that many of them can be put to use.

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COST REDUCTION NOTES

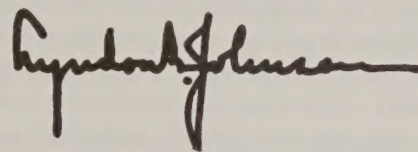
ISSUED FROM TIME TO TIME AS AN INFORMAL MEANS OF HELPING FEDERAL AGENCIES EXCHANGE EXPERIENCE ON WAYS TO IMPROVE OPERATIONS AND REDUCE COSTS

NO 1 APRIL 1966

"Controlling waste is somewhat like bailing a boat; you have to keep at it. I have no intention of easing up on my insistence on getting a dollar of value for each dollar we spend.

"I believe we are making good progress in reducing cost and improving efficiency, but I will never be satisfied that we have done all we should. I expect the top officials of every department and agency to press hard in the coming year to do still better--and not only in headquarters operations...

"...most of the opportunities to increase efficiency and to find less costly ways to do business occur in the work you do everyday...I am asking for your help. I am asking for your cooperation. I am asking for your very best effort and you will have the gratitude of your country and the gratitude of your President."



EXCHANGE OF IDEAS

The President is fully committed to a hard-hitting search for ways to reduce Government costs and improve management practices.

He has asked all of us to report successful actions which improve efficiency and lead to savings, and to **share** these ideas widely throughout the Government.

This publication is intended to draw attention to innovations which may be applicable in more than one agency. Good ideas which produce savings in one agency should not stop there, but must be made known to other agencies which might use them. What has worked well in one case may work as well in others. I hope this booklet contains at least one idea which each agency can put to use.

For later issues of this booklet we will need more good ideas. I hope you will send me your best ones so that they can be shared in future editions of "Cost Reduction Notes".

Charles L. Schultze
Director

TECHNOLOGICAL AND ENGINEERING INNOVATIONS

Automated Aeromagnetic Mapping

The Geological Survey of the Department of the Interior has developed a completely automated system for producing aeromagnetic maps from digitized magnetic tape. It is based on the use of the airborne magnetometer, which measures and records variations in the earth's magnetic field.

Government agencies currently engaged in aerial magnetic surveying could beneficially use this system with only slight modification. Although the specific use of the magnetometer by the Geological Survey has been in the aerial search to assist exploration for mineral deposits and to make geophysical measurements, the concept underlying this data handling system has many additional applications.

In the past, the data output of the magnetometer was interpreted, computed, adjusted for drift and error, and thousands of points located for the production of quantitative aeromagnetic maps--all by hand. In the automated system, instruments have been modified to produce a new form of output, i.e., digitized data put directly on magnetic tape, which is fed into the computer and results in computer-prepared maps on which magnetic values are shown. This computer-based system eliminates most of the slow, tedious and costly preparation and hand plotting of data. The automation of the airborne magnetometer data handling system is essentially complete and has been field tested.

In addition to the obvious major benefit of producing a greater quantity of maps more rapidly, installation of the system in the Geological Survey is estimated to produce a net savings of \$88,000 annually by reducing the manpower required. Productivity in the handling of data is expected to increase to a point where one man will be able to do in one year, the work formerly requiring five man years of effort.

Additional information can be obtained from Isidore Zietz, U. S. Geological Survey, Department of the Interior, Blair Building, Silver Spring, Md., IDS 179, extension 4566.

Underwater Contour Maps

The underwater contours shown on navigational charts of completed reservoirs are usually obtained by plane table surveys in order to obtain the required accuracy. This is slow and expensive. The Tennessee Valley Authority developed a unique and improved method.

Upon completion of a dam, the reservoir is filled to the elevation of the lowest contour to be shown on the navigation charts. This elevation is maintained while aerial photographs are made of the reservoir shoreline. The reservoir is then filled to the elevation of the next contour design and another set of aerial photographs is taken. This process is repeated for each contour desired and a contour map of the desired accuracy is prepared from the set of aerial photographs.

This results in great savings in time and money. Essentially the same procedure is also proving advantageous in mapping shallow areas where shoreline reshaping is being considered as a low-cost

alternative to repetitive mosquito control operations.

The savings occur in data acquisition or "field costs", which include photogrammetric interpretation. TVA estimates the savings to be approximately \$50 per mile of reservoir shoreline.

Additional information can be obtained from Paul Morris, Division of Water Control Planning, TVA, 710 Pound Building, Chattanooga, Tennessee.

Reproduction of Engineering Drawings

The Atomic Energy Commission has developed a technique for reducing engineering labor in the redrawing often required on engineering blueprints. When a new type of film with a faster speed was marketed, the National Reactor Testing Station in Idaho recognized that this would enable them to make clearer pictures of blue line drawings.

When a change is required on an existing drawing it has previously been necessary to redraft the complete drawing to obtain a reproduceable master. Now, the portion being changed is cut from the original. Blank paper replaces the removed portion and the revision is made on it by an engineer. The altered drawing is photocopied and a new original produced.

The use of these photo-mechanical methods as a substitute for engineering labor has provided savings of a minimum of \$40 per large drawing and \$10 per small drawing. In this specific case, over \$50,000 a year is being saved.

Additional information may be obtained from Riley Foote, Manager of Special Services, Phillips Petroleum Company, National Reactor Testing Station, Idaho Falls, Idaho.

Use of Plastic Check Dams

Tennessee Valley Authority has been using plastic check dams in place of conventional brush structures to control erosion on severely eroded land. Stakes are driven into the ground with polyethylene sheets laced between them. Where suitable brush materials are not close at hand these dams can be installed more cheaply.

In the treatment of severely eroded land in the Beach River Watershed development area in Tennessee, the plastic check dams were installed at the rate of 10.3 per acre at an average cost of about \$200 per acre. The estimated saving was about \$40 per acre. In other situations, the amount of savings will vary depending upon the availability of suitable brush materials but, in any case, TVA reports that the plastic dams are proving superior to brush dams.

Additional information on this innovation can be obtained from Nathan E. Way, Office of Design and Construction, TVA, 608 Union Building, Knoxville, Tennessee.

Production of Instrumentation Slits

The National Bureau of Standards of the Department of Commerce has devised a new method for producing the hair-fine slits used to control light in a multitude of modern instruments. These slits may prove useful in such fields as spectroscopy, photography, photometry and general optical research.

Wherever a slit on glass plate is acceptable, the slits produced in the NBS method may be an entirely satisfactory substitute for the conventional type. The method consists of stretching a fine wire across the photographic plate and then exposing the plate to light. When the plate is developed, the area under the wire is clear, while the rest of the plate is opaque. Slits eight microns wide and five inches long have been produced; of course, slit width can be varied by using different diameters of fine wire.

Slits can be produced by this method for about \$10 compared with the \$600 for a slit made commercially by diamond ruling of silvered glass.

Further information can be obtained from C. S. McCamy, NBS Photographic Research Section, IDS 154, extension 7185.

Small Boat Landing Ramps

The conventional method for constructing concrete landing ramps for small boats involves cofferdamming and pumping out the area to place concrete in the dry or off placing concrete under water.

Tennessee Valley Authority has developed a novel approach by prefabricating the concrete slab in the dry on the adjacent shoreline and pushing the slab into position under water with a bulldozer. TVA used this method to construct boat ramps under water on Kentucky Lake. In this case, the estimated saving is about \$2,200 per boat ramp, relative to the least costly of three alternative ways of doing the job.

Additional information can be obtained from Nathan E. Way, Office of Engineering Design and Construction, TVA, 608 Union Building, Knoxville, Tennessee.

TRANSPORTATION

Use of Thru Bill-of-Lading

The Department of Defense has initiated a thru-bill method for shipment of household goods overseas, eliminating the use of several contracts and multiple government bills-of-lading (GBL) and thereby producing considerable savings.

Under the old method, packaging of household goods at an installation was contracted on a local purchase order. The transportation officer then issued a GBL for transportation to the appropriate Army overseas ocean terminal. In turn, this terminal issued another GBL covering ocean transportation to the overseas port. Upon overseas arrival a "freight warrant" covering the land transportation to destination was then issued. At destination a local contract was issued for delivery to quarters and unpacking.

The new procedure of "thru-billed service" involves the packing, transportation and unpacking from local residence to overseas residence by one responsible household goods carrier on a single thru-bill contract.

Significant management actions were taken to obtain a reduction in the cost of shipment under this method. An agreement negotiated with a group of steamship operators provided for a reduction of \$1.35 per hundred weight (cwt) on thru-bill household goods ocean

shipments. Other reductions in household goods carrier rates directly proportional to the ocean transportation rate were also negotiated. Consequently, the average cost per hundred weight was reduced from the original \$40.36 to \$32.96 for FY 1965. Multiplied by the volume of movement by the thru-bill method, a net savings of \$12,900,000 was produced in FY 1965.

Further information on this method can be obtained by contacting Lieutenant Colonel Harvey Grevert, Military Traffic Management and Terminal Service, the Pentagon, on IDS 11, extension 43814.

Packaging Fragile Equipment

An AEC contractor ships large quantities of expensive, fragile instruments and test devices between its Nevada and Massachusetts offices. Shock protection was achieved by using rubberized hair requiring either disposal at each terminal or expensive storage as well as locating methods so that the pre-cut dunnage could be reused. A new method was developed which provides an equal degree of safety and protection to the fragile equipment but at a cost which is 30 percent less per cubic foot.

A pourable, loose-filled packing material made of spaghetti-like polystyrene strands is now used for shock protection. As the strands tend to interlock the filled material does not settle but retains its resilience or cushioning effect. It is also non-dusting and non-corrosive and has no food value.

The material, now marketed by a commercial firm, can be reused without limit on time or volume of packing. As it weighs only one-quarter of the same volume of rubberized hair, shipping costs are also lower. Its base cost is 38 cents per pound or \$1.02 less than rubberized hair. This, plus savings in handling, storage, and shipping make it a superior packing material.

Additional information can be obtained by contacting Donald F. Whitney, Edgerton, Germeshausen and Grier, Inc., Crosby Drive, Bedford, Massachusetts 01730, Telephone: Area Code 617, 271-5144.

MAINTENANCE AND REPAIR

Inspection of Cooling Fans

Fan failures on cooling towers such as those used for air conditioning systems are expensive, involve off-stream time, repairs on an emergency basis, and damage to the tower. Periodic removal of fans from the towers, dismantling the blades, acid cleaning to permit inspection of the hubs, and reglazing after inspection, costs about \$500 per fan.

A gaseous diffusion plant of the Atomic Energy Commission developed a new method for in-place inspection of the cooling fans. The hubs are heated in-place, to expand any cracks and facilitate the penetrant, and a penetrating dye is applied to locate hub cracks. In-place inspections of 43 hubs identified one cracked hub that was replaced. Aside from the avoided damage, \$22,000 was saved in this instance.

Further information on this technique can be obtained from John M. Ellis, Oak Ridge Gaseous Diffusion Plant, Post Office Box P, Oak Ridge, Tennessee. Area Code 615, 483-3249.

Servicing Electric Typewriters

The savings possible through exchange of cost reduction items is illustrated by the following example from the Federal Trade Commission based on a study by the Department of Agriculture and published by the General Services Administration in Bulletin FPMR-E-13, Supply and Procurement. The Department of Agriculture analysis revealed that considerable savings could be realized if office machines were serviced on a per call basis rather than by the use of service contracts.

FTC had for some time entered into one-year repair contracts for each new electric typewriter purchased and at the end of the year renewed them at a cost of approximately \$30 each. In a survey of all electric typewriters serviced, including both those under and not under maintenance, it was found that the average yearly cost of the machines not under contract was \$9 compared to the contract cost of \$30.38 per year.

Except for those machines which warranted the use of the service contract because of age, usage, or past maintenance experience, all but 85 out of a total of 228 machines were taken off the service contract with an estimated annual savings of \$3,000.

Additional information can be acquired by contacting Paul E. Parker, Federal Trade Commission, EX 3-6800 or IDS 1262, extension 48.

Use of Dacron Laboratory Coats

The Quality of Water Branch of the Geological Survey, Department of the Interior, has demonstrated that laboratory coats made of cotton are more easily damaged by acid and other harmful chemicals than coats made of dacron.

A 50 percent reduction in laundry costs was also achieved due to the characteristic of dacron material to shed moisture and soil rather than absorb it as cotton does. Another benefit related to this factor is the additional protection afforded employees clothing from damage due to absorbed chemicals and acids soaking through their coats. The additional resistance to damage and longer wearing characteristics reduced replacement from every six months for cotton coats to every 36 months for dacron coats.

Total purchase and laundry costs have been reduced from \$36.80 to \$14.90 per employee. For additional information contact Kenneth S. Love, Quality of Water Branch, U. S. Geological Survey, Department of Interior, IDS code 183, extension 3843.

Repairing Steel Windows

Public Housing Administration maintenance engineers have developed a new technique for repairing and rehabilitating badly rusted steel windows rather than replacing them. The repair is permanent and tests indicate that it will prolong the life of a window indefinitely.

The technique involves the use of a two-part epoxy compound which is soft when applied but which sets to form a hard, durable, and strongly adhesive repair. Steel sash and sills and metal stools which have rusted to the stage where replacement would be necessary can be repaired and rehabilitated at considerable savings; on

the average, cost of labor and materials amounts to \$20 per window against replacement costs of \$100 to \$150. The windows repaired since the compound was first used in 1961 have shown no further deterioration.

When the technique was first developed all available epoxy compounds were too liquid to be used unmodified, but the PHA engineers were able to produce a putty-like material through the addition of inert fillers. Since then, two commercial firms cooperating with PHA have produced and are offering an epoxy mortar suitable for this process.

Detailed instructions for repairing and painting corroded steel sash and sills, as well as slides and photographs illustrating the technique, are available. Contact Channing M. Bolton, Maintenance Engineering Branch, Public Housing Administration, Department of Housing and Urban Development, IDS 128, extension 3475.

Rust-proofing Motor Vehicles

The corrosive action of rust is a serious problem involving maintenance cost for vehicle fleets, especially those based in the snow belt, coastal areas and the Great Lakes area. A study of maintenance costs of the postal vehicle fleet revealed that approximately 440,000 man hours per year were expended repairing body damage, about 40 percent of which was attributable to repair necessitated by rust. In the snow belt, the use of salt compounds for snow removal added substantially to the problem.

As a maintenance technique, the Post Office Department initiated a project to develop a reliable method for eliminating rust. Extensive testing of various products resulted in the development of a performance type specification for a metallo-organic compound which, when properly applied to the unfinished undercarriage of the vehicle and the hidden cavities such as doors and panels, prevents the corrosive action of rust.

The product developed is easily applied with simple airless type spray equipment, can be competitively procured in bulk for application in Government garages or as a commercial service, and has a minimum life expectancy of four years.

Obviously considerable cost savings can be achieved by the use of this product. For example, when this program was implemented in the Post Office Department it was applicable to about two-thirds of the then vehicle fleet of 47,000 vehicles. A conservative estimate of losses due to rust in this fleet, excluding lost vehicle time, was \$1,334,000.

Rust-proofing of these 31,400 vehicles at an average cost of \$35 per vehicle resulted in a first-year savings estimated at \$234,000 with savings in subsequent years of over one million dollars per annum.

Application of the product is described in detail in Post Office Maintenance Bulletin V-5-65. This bulletin, and Specification VB 65-1 which gives the performance specifications of suitable rust proofing compounds, may be obtained from R. A. Wedin, Post Office Department Maintenance Division, Bureau of Facilities, IDS 177, extension 8388.

PUBLICATIONS

Conversion of Free Publications to Sales Status

"Housing and Planning References" is a bi-monthly bibliography compiled and issued by the Library of the Department of Housing and Urban Development and used by a large number of individuals and organizations concerned with housing, urban development, city planning, and related fields. This periodical has been placed on a sales status with the Superintendent of Documents of the Government Printing Office and, as a result, some 800 copies are no longer on free distribution. Savings in printing and addressing costs are about \$690 a year, for a total savings on this publication of \$1,360 annually. Other library publications are also planned for conversion to sales status.

Placing publications of this type on a sale basis saves the Department not only the direct printing cost of copies for outside distribution, but also the cost of maintaining mailing lists, handling, and postage. While these costs are now incurred by GPO, they are reimbursed through sales of the publication so that the costs are borne by the user rather than by the Government.

Many agencies are following this practice but continual review is necessary to assure that wherever possible and desirable, cost of Government publications are borne by the user.

Publication of Regulatory Rule Changes

The Atomic Energy Commission regularly publishes and distributes changes to its regulations. Last year, the Office of Director of Regulations installed a system for publishing and distributing these regulatory rule changes that both benefits licensees and reduces cost to the government.

Previously, holders of licenses entitling them to use radioisotopes or nuclear fuel could subscribe to quarterly, type-set supplements to AEC Rules and Regulations. Four hundred subscribers paid the Government Printing Office \$9 each for two years service. The fee did not cover the editorial rewriting of introductory statements of consideration, typesetting, proofreading, and extra mailing of rule changes necessitated by various publication delays. Under past practice, changes were additive and usually distributed late. The subscribers were dissatisfied because the service was provided quarterly but rule changes became effective 30 days after publication in the **Federal Register**.

Under the new system worked out with GPO, printed rules from the **Federal Register** are cut and pasted for photo-offset reproduction. Changes are cut in as appropriate and are mailed to reach subscribers before the 30-day effective date period included in rule-making and many other proposed actions. Page changes involve about 30 minutes of work per page, with 35 page changes anticipated per year.

The rapid service now available from GPO provides for compilation and distribution of regulations published in loose-leaf form and includes proposed rule-making and a complete cross-referenced section of statements of consideration. Substitution sheets incorporating changes or revisions into existing regulations as rule-making actions occur are supplied by GPO, assuring timely distribution.

These printing techniques permit a subscription price of only \$3.50 for two years even though coverage is being nearly doubled. The new system has already attracted 2500 subscribers and is recovering all costs. In addition about one man-year of professional staff is saved annually.

Additional information may be obtained from L. P. Roger Huard, Office of Director of Regulations, U. S. Atomic Energy Commission, Washington, D. C. 20545, Phone 973-7427, or IDS 119, extension 7427.

PAYROLLING AND FINANCE

Mechanized Retirement Records

Retirement record cards and other official accounting records and reports have been transferred to high-speed data processing equipment at the Bureau of the Census in the Department of Commerce. The mechanization results in greater accuracy, more timely reports, and simplifies the monthly reconciliation of accounts.

The system for maintaining retirement records is integral to the payroll system; the same items which create payroll data also create retirement record data. Mechanized retirement records are then reconciled with general ledger accounts. The benefits derived from mechanization of retirement records are (a) decreased workload in the payroll section through elimination of manual maintenance of records (b) a more clear and concise retirement record (c) immediate retrieval of information (d) improved reconciliation procedures, and (e) earlier reporting to the Civil Service Commission.

The Automatic Data Processing Committee of the Civil Service Commission's Inter-Agency Advisory Group believes that the system for mechanized retirement records developed by the Bureau of the Census is an important accomplishment in the use of ADP equipment. Inquiries should be directed to William Prentice, Budget and Finance Division, Bureau of the Census, Department of Commerce, IDS 157, extension 496.

Increasing Audit Productivity

In their audits of electric utilities and natural gas companies prior to 1964, the Federal Power Commission conducted continuing examinations of all jurisdictional companies. This included the examination of books and records of the companies, without relating work to the fact that an annual audit is conducted by Certified Public Accountants hired by the firms. Much of the verification work which was performed by FPC auditors had already been performed by these independent accountants.

FPC arranged, with the cooperation of the companies and the CPA's, to review the scope and work papers of the independent CPA's so that the areas of examination adequately covered by the independent accountants could be eliminated from the scope of their examination.

In addition to saving staff time certain other important benefits resulted. These include: the use of CPA work papers to pinpoint deficiencies which can be focused upon during the FPC audit; increased attention by CPA's to the companies meeting the requirements of FPC; and a better relationship between FPC and the accounting profession.

In addition to using CPA working papers, other refinements in the audit program have been made such as the use of testing procedures, State Commission working papers, and internal audit working papers which in combination have reduced the average time required for auditing the accounts of a jurisdictional company from six to three months. Better scheduling of auditing work and other additional improvements are also developing.

In 1966 and 1967, FPC estimates that it will be able to complete 30 more audits with almost the same staff in each year by virtue of these new techniques which will make a substantial contribution to eliminating the backlog of necessary auditing work without any increase in staff. The same number of completed audits under the old procedures would have cost approximately \$200,000 more annually, an expense which will not have to be borne because of the increased productivity.

Additional information regarding FPC's auditing procedures and the use of CPA work papers may be obtained by contacting John F. Utley, Federal Power Commission, DU 6-4935.

Automated Payrolling for Small Agencies

The National Labor Relations Board has installed a new payroll system which is believed adaptable to agencies not large enough to justify the use of a large electronic computer. The system utilizes magnetic strip ledger cards and automatically creates punch cards for earnings deductions, and check and bond issuance cards for use by the Treasury Department. All necessary payroll summaries and reports are produced from punch card equipment but manual keypunching has virtually been eliminated.

The centralized system provides for the retention of individual earnings and deduction record cards for each of the 2,400 NLRB employees located in Washington and 30 field offices. These accounts are now maintained with three less man-years than were required when the payroll section maintained only 1,400 employee accounts. In addition, virtually all of the 500 overtime hours formerly expended for production of W-2 forms has been eliminated, with the forms completed 21 days earlier than under the manual system.

Many summary tabulations which are the direct product of pay-rolling are now produced through punch cards and, in the case of the Personnel Branch, it is estimated that this type of automated reporting has reduced overtime by 75 percent. Additional information on this application can be secured from Lee Vincent, Organization and Methods Branch, National Labor Relations Board, IDS 128, extension 5659.

Limiting Cash Advances

In 1964, Federal agencies were advised that advances of money to grantees and other recipients prior to performance should be limited to the minimum amounts possible since the timing of payments to recipients has a substantial impact on the Treasury including the level of the public debt and financing costs. In general, advances are timed to be in accord with the actual past requirements of the recipient in carrying out the purpose of the approved program or project.

Considerable savings have been achieved by Federal agencies in

implementing this policy. For example, during FY 1965, the Department of Health, Education and Welfare required the use of letter-of-credit procedures for payment of HEW state grants and contracts, research training grants and contracts, and construction grants and loans, for all those exceeding \$120,000. The FY 1965 volume of payments in HEW areas where the use of letter-of-credit could be of value was over \$5 1/4 billion. Interest savings resulting from the use of letter-of-credit and the monthly cash demand system amounted to an estimated \$5.7 million.

The use of the letter-of-credit procedure generally applies to those grants exceeding \$120,000 a year, but the Department of the Interior has adopted the policy of disbursing **all** grant funds only as required to meet demonstratable needs of grantees for funds. Each bureau or office is required to assure that every quarterly disbursement of grant funds conforms to an approved financial plan showing the timing as well as the amount of expenditures the grantee proposes to make. In the case of those grants for which payment is accomplished by public vouchers and checks, rather than by a letter-of-credit, appropriate memorandum records are maintained to insure conformance with the approved financial plans.

Interior grants programmed for FY 1966 represent a sum of over \$121 million, mostly individual grants of less than \$120,000. Abandoning the former practice of disbursing the full amount of the grant at the time of approval and adopting the policy described above of using quarterly disbursements in advance, a 1/3 saving is achieved on the U. S. Treasury interest cost. This fiscal year, an interest savings of \$1,818,030 is expected. With the Department's grant program growing, over the next five years it is estimated that approximately \$10 million in interest payments can be saved by this procedure.

Additional information concerning the time disbursement policy for small grant funds can be obtained from Harold Lady, Office of Survey and Review, Room 6123, Department of the Interior, Washington, D. C. Telephone 343-5914 or IDS 183, extension 5914.

CONTRACTING AND PROCUREMENT

Pre-invitation Contract Notices

It is not unusual practice for agencies in the process of letting contracts to send complete sets of drawings and specifications to all possible bidders on a mailing list without first determining which had an interest in or capacity to bid on the work. As a consequence, an unnecessary number of drawings and specifications were often mailed soliciting invitations to bid, requiring excessive typing, overprinting, duplicating and handling of copies of bidding documents.

Early in Fiscal Year 1965, The General Services Administration established a procedure for sending pre-invitation notices to each firm or individual that experience indicates may be interested in a project for construction or alteration of Federal buildings. The notice gives the location and type of the project, its estimated cost range, whether or not it is set aside for small business, and states that project drawings and specifications will be issued only when specifically requested. This provides GSA prior to reproduction with an estimate of the number of sets of project drawings and specifications that must be produced and has led in a majority of

projects to a reduction in the cost of reproducing the drawings and specifications, which for any major building project may amount to several hundred pages in a single set.

The pre-invitation notice procedure should be of interest to agencies whose contract requirements involve extensive or detailed drawings or specifications. Further information may be obtained from Walter C. Jones, Design Division, GSA, IDS 183, extension 4920.

Centralized Typewriter Procurement

The Department of Commerce has recently installed a system which permits bureaus and offices to purchase only the least expensive domestic typewriter capable of rendering satisfactory service. In addition, Commerce typewriter requirements were pooled to obtain the best possible price advantages through collective requirement purchasing.

As a result of these actions, Commerce has limited the once significant purchase of expensive electric typewriters to only a few instances where added justification supported such acquisition. By limiting the purchase of luxury-type machines and requiring the purchase of specific machines in sufficient quantity to produce lowest unit cost and obtain the highest allowance for trade-in, Commerce estimates it saved, over \$50,000 in FY 1965 alone.

Further information on this procedure may be obtained by contacting Donald B. Moore, Office of Administrative Services, Department of Commerce, IDS 112, extension 4501.

Procurement of Fuels and Oils

Most Government purchases of aviation fuels and oil are made independently by the using department or agency. Each purchaser determines its own needs in terms of gasoline octane, jet fuel mixture, and oil weight requirements. Often refunds and exemptions of Federal and State taxes are not claimed or recovered because of the small volume purchased at any one time and the large and tedious paperwork involved.

The Federal Aviation Agency has entered into joint purchasing agreements with the Defense Supply Agency for the procurement of fuels and oils. In addition to the volume-discount savings through this cooperative action, tax refunds and exemptions are more closely monitored and paperwork is reduced.

When all of FAA's fuel policies are implemented, annual savings of \$781,538 will be realized. Further information can be obtained from Philip J. Steece, Executive Staff, FS-10, Federal Aviation Agency, IDS 13, extension 26001, or 962-6001.

PRINTING AND REPRODUCTION

Automatic Typesetting

The Department of Commerce is cashing-in on an automatic typesetting application developed in cooperation with the Government Printing Office. Data and information maintained on punch cards,

punch paper tape, or magnetic tape are readily modified through a computer for automatic typesetting and publication.

Computer programs developed by the Patent Office and the National Bureau of Standards are used to edit the data and information and make it acceptable to GPO's photo-typesetter. The final copy is a high-quality graphic art printing format which makes use of a wide variety of fonts in both upper and lower case. The end product is lower in cost than regular typesetting, easier to read than high-speed computer printout copy, and eliminates proofreading where the data or information is already in mechanical form.

Cost benefits vary from job to job but can be significant when a large part of the publication is updated and republished periodically. In many cases cost may be reduced by more than two-thirds. As an example, actual cost on the continuing production printing of the Classification of Patents data is \$22.26 per page for the automated method as compared with \$70.60 per page for the old method. Aside from dollar savings, a much earlier publication of information is also made possible by having the data in machine language ready for year-end automated processing.

The Patent Office has a descriptive brochure entitled "Computer Composition of Graphic Arts Tabular Data", which is available on request. Additional information can be obtained from Arthur North, U. S. Patent Office, Washington, D. C., WO 7-5522.

Recovery of Photographic Silver

The current critical requirements for silver, now valued at \$1.29 per troy ounce, and the forecast of an increasing short supply situation precipitated by increased industrial and Government usage, emphasizes the importance of silver recovery from used photographic fixing solutions and scrap film in photographic or reproduction shops.

A recently completed Government-wide survey of civilian agency silver recovery activity indicated that approximately 300,000 gallons of used photographic fixing solution can be processed for recovery every year. A conservative estimate of the potential dollar return from this source is \$200,000 annually. A case in point, and a prime example of what can be done, is the Veterans Administration which has demonstrated that a minimum net return can be made of 50 percent of the value of the silver recovered.

On November 23, 1965, the General Services Administration released Federal Property Management Regulations Bulletin No. H-2, entitled "Guide for the Recovery of Silver from Used Fixing Solution and Scrap Film." This pamphlet is a nontechnical, practical guide to silver recovery designed to assist in making a determination of the economic feasibility of silver recovery by agencies. It also advises what Government facilities are prepared to assist in the development and/or acceleration of silver recovery programs.

Request for further information, including guidance, technical assistance and use of the services and facilities of other agencies, should be directed in the field to the Personal Property Division of the Regional GSA Utilization and Disposal Service. In Washington, such requests should be made to William S. Eckert, Utilization and Disposal Service, GSA, IDS 183, extension 4660.

In addition to reducing the number of mailrooms by 36 and decreasing the floor space required by 4,545 square feet, 24.6 man-years have been saved at an estimated total annual cost of \$100,000.

Further information on this study can be obtained by contacting William Hazel, Office of Management Appraisal and Systems Development, U. S. Department of Agriculture, code 111, extension 7071.

Automated Routing

The Agency of International Development is faced with the problem of processing between 35 and 40,000 airgrams and cables a month to and from its world-wide field activities. Distribution of these documents is time consuming and difficult with a constant need for accurate routing and faster processing, subject to "need to act" and "need to know" requirements.

The present routing system is basically mnemonic, i.e., based on memory aids, combined with self-developed notes maintained by the individual routers. Each router is required to concern himself with approximately 4,000 routing combinations which are determined by the number of subjects in relation to the number of delivery points. If either of these two factors increase, the routing combinations rise in proportion. One year of training is required before a routing analyst becomes fully productive because of the large number of combinations.

In order to reduce the number of copy requirements, provide direct routing to end-users, standardize routing, and speed-up processing, AID has developed a semi-automated system which is being experimentally applied in one of the geographic bureaus. The first step involved the development of a routing guide showing by subject categories the "action" and "information" offices and the number of copies required for each. A number is assigned to each alphabetical subject routing pattern and corresponds to an identical number and pattern on a punch card, i.e., there will be a punch card for each routing pattern shown in the guide. This card also reflects the number of copies required by each office for each subject.

The router identifies the basis subject in a message and manually affixes the appropriate number from the guide on the message. The flexowriter operator then receives the message, selects the prenumbered punch card corresponding with the number placed on the message by the router, inserts both the message and the card into the flexowriter and within seconds all routing information is automatically typed on the message in its proper sequence. The message is then forwarded for reproduction and distribution.

While the standardization and automation of routing and copy distribution is presently in the pilot study stage, the Near Eastern and South Asia bureau has had 51 percent of all its message traffic incorporated into a routing guide with equivalent punch cards. During the seven months of pilot operations, copy requirements for traffic on personnel matters alone have been reduced from 30 to 14 with the elimination of 446,160 extra copies annually.

When fully implemented, routing productivity will increase 25 percent at an annual savings of over \$14,000. In addition \$42,100 will be saved by eliminating secondary routing points. Tailoring of copy requirements according to subject content rather than furnishing a fixed number of copies to all offices is estimated to eliminate 3,000,000 copies of messages annually with a \$30,000 savings in printing cost. This in turn will result in savings in classifying filing and maintenance - estimated at \$42,500 per year - and a lot of valuable time will be saved by not reading the 3,000,000 message copies.

Agencies with large routing problems may be interested in contacting Donald A. George, Cable and Airgram Branch, AID, IDS 182, extension 8345.

Self-guided Tours

Many Government installations and activities are of legitimate interest to the sightseeing public. In some cases current methods for dealing with visitors, especially during the peak tourist season, may be outdated causing not only inconvenience to the visitor but interrupting daily operations and resulting in ineffective manpower utilization. Often these problems can be ameliorated by redesigning the system and utilizing more modern facilities and audio-visual methods.

The Bureau of Engraving and Printing, Department of the Treasury recently eliminated the need for tour guides while improving service to the visiting public. Under the old tour system, visitors waiting in line would be assigned to a guide in groups of 25. To conduct these visitors through the Bureau, a four-man guide staff was maintained which was augmented during the peak season by as many as 25 to 30 production workers.

This year a new self-guided tour system was open allowing visitors to continuously enter the Bureau, make their own tour and leave without assistance. By the use of continuous glass-enclosed galleries, escalators, and an audio system which describes the operations being witnessed, several benefits have been achieved. First the visitor himself benefits in that he now will see the latest currency printing presses and other items of interest, delays are eliminated, and visitor hours have been extended. Benefits to the Bureau include enhanced security and elimination of controls previously required. The production areas, which in the past were called upon to furnish on short notice supplemental personnel for the guide force, are now able to plan and conduct a more efficient operation with the elimination of this demand upon them.

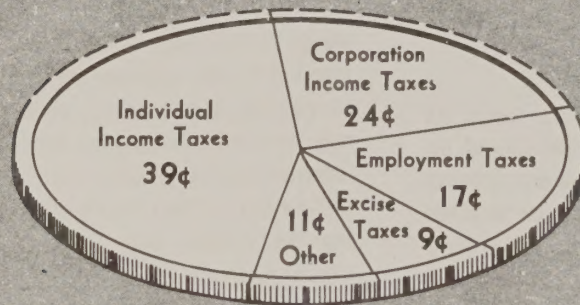
The new facilities cost approximately \$240,000. Since guides will no longer be required, the Bureau will realize for this reason alone an estimated recurring annual savings of \$70,000 after cost of the new facilities have been depreciated.

Agencies desiring additional information on this example of the development of a self-guided tour system may contact D. C. Tolson, Industrial Engineering Division, Bureau of Engraving and Printing, U. S. Department of the Treasury, IDS 184, extension 7377.

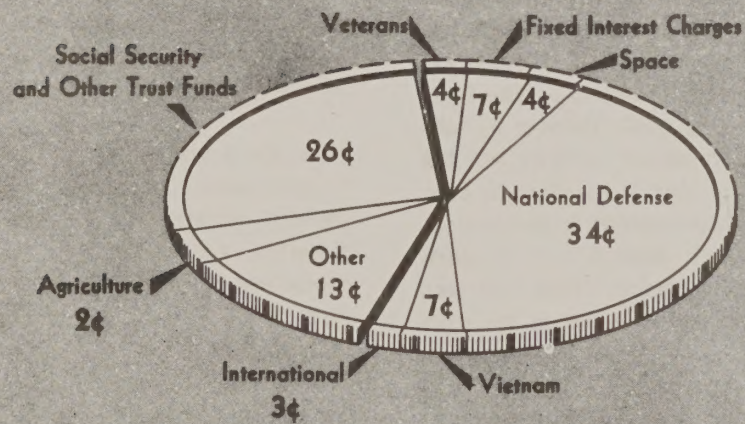
THE GOVERNMENT DOLLAR

Administrative Budget and Trust Funds

Where it comes from . . .



Where it goes . . .



Fiscal Year 1967 Estimate

COST REDUCTION makes the Dollar go further

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

June 2, 1966

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Restrictions on the Filling of Vacancies

In order to strengthen our programs and to assist the Government in its efforts to help defray the high costs in Vietnam and avoid inflationary pressures at home I am establishing a formal program to defer the filling of vacancies in this Department.

You should find it not too great a hardship to stretch out the filling of vacancies. In some cases you may find you can even forego the filling or reestablishing of a portion, at least, of the vacated positions.

Reporting requirements under both the Whitten Amendment and the Department's position management system already require careful review of vacant positions to determine how many can be abolished. In addition, semiannual reports on the results of vacancy reviews, showing number of permanent positions abolished, are sent to the Manpower Subcommittee of the House Committee on Post Office and Civil Service. (Personnel Letter No. 312-5, April 7, 1966)

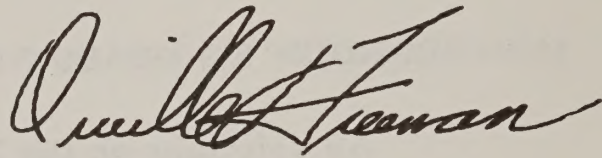
I am asking now that you give further emphasis to vacancy reviews. Your agency procedures should therefore be amended to require an additional review of vacant positions at a level higher, if possible, than is presently used to assure that vacant positions which reviews indicate are not needed are abolished.

For those vacancies which you determine are needed you shall withhold for at least 2 full pay periods from the date the vacancy is created, the filling of any such vacancy, however created, by any action (other than detail) placing a permanent (non-temporary limited) full-time employee in the vacancy.

The effect of this stretch out in filling vacancies will be monitored through reports produced by MDSC. Amount of cost avoidance resulting from the application of this policy will be computed through these reports.

This policy is effective with vacancies and placement actions occurring in Fiscal Year 1967.

It is important that this policy be made known immediately to all officials and supervisors concerned so that commitments not in compliance with this policy will not occur.

A handwritten signature in dark ink, appearing to read "William F. Franzen". The signature is fluid and cursive, with the first name "William" and last name "Franzen" clearly distinguishable. It is positioned in the upper right quadrant of the page.

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

OFFICE OF PLANT AND OPERATIONS

June 14, 1966

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Reports on Prevention, Control and Abatement of Water Pollution

Under Sections 3 and 7 of Executive Order 11258, transmitted by Secretary's Memorandum No. 1598, certain reports are required in the Bureau of the Budget by July 1, 1966.

SECTION 3

Four copies of the report required under Section 3 of Executive Order 11258 "Procedures for existing Federal facilities and buildings" shall be submitted by each agency to the Office of Plant and Operations by June 27, 1966. By agreement with the Bureau of the Budget, these reports may be limited to installations used by a minimum of 200 people. If there is a significant contribution to pollution by an installation having less than 200 people, it should also be reported. Cost and priority are to be shown for each installation listed.

While the July 1, 1966 report is limited in scope, each agency shall inventory and make plans to comply with the established standards for each of its installations.

Section 3 covers owned facilities only. Facilities occupied under lease would be covered, if at all, by Section 7. However, where it is possible to control pollution on leased premises by Department action, it should be taken.

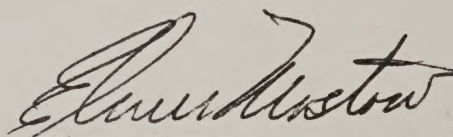
Connection to existing municipal and other sewage systems not under Department control shall be considered compliance with the intent of the Order.

SECTION 7

Four copies of the report requested under Section 7 of Executive Order 11258 "Review of facilities or operations supported by Federal loans, grants, or contracts" shall be submitted to the Office of Plant and Operations by June 27, 1966. Each agency shall review its specialized contracts, loans, and grant programs. The review shall consider for each type of program operation:

1. Including, in the appropriate document, a requirement of compliance with the standards set forth in Section 4, by the borrower, grantee or contractor, and
2. The feasibility of this method of pollution control and abatement.

For additional information, in connection with these reports, contact the Real Estate Management Division of this Office, Extension 5225.



Elmer Mostow
Director

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

June 14, 1966

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Financial Management Improvement

The President has asked that we accelerate the pace of our efforts on Financial Management Improvement under the joint program. A copy of his memorandum is attached.

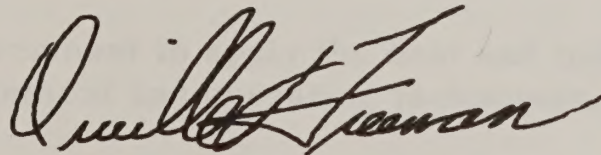
I share the President's desire that we use the best business practices in day-to-day management and that we get a dollar's value for a dollar spent.

The President has requested, and expects, our full support. I expect no less of you.

I want each of you to see to it personally that your agency is doing everything possible to comply with the President's wishes. With the experience and know-how in the Department of Agriculture we should be in a position of leadership.

I know we have made some progress, but it is not enough. We must tighten up our schedule, put sufficient resources on the job, and proceed in a positive and aggressive way to get this done.

The Director of Finance will keep me informed of your progress. He will also give you the detailed instructions from the Budget Director, referred to in the President's memorandum, and advise you of any additional steps to be taken.

A handwritten signature in dark ink, appearing to read "William B. Franke". The signature is fluid and cursive, with a large initial "W" and "B".

Attachment

THE WHITE HOUSE

WASHINGTON

May 24, 1966

MEMORANDUM FOR THE

HEADS OF DEPARTMENTS AND AGENCIES

Secretary Fowler, Budget Director Schultze and Comptroller General Staats have just informed me about their plans to accelerate the pace of the Joint Financial Management Improvement Program. They have asked Civil Service Chairman Macy to assist in this worthy undertaking.

I have a strong and continuing interest in the development of business-like financial systems throughout the Federal Government. Such systems are essential to assist in carrying out a basic pledge of this Administration -- to get a dollar's value for a dollar spent. We must have financial systems which:

- provide the information our managers need for effective cost control -- for waging the war on waste,
- develop cost consciousness in men and women at every level of responsibility in every agency,
- assure financial integrity in everything the Government does,
- provide the types of financial data needed to support the planning-programming-budgeting system initiated last August, and
- enable the Government to apply the best and most efficient management and operating techniques.

I am particularly pleased that the central agencies -- representing both the legislative and the executive branches -- will spearhead, with your active participation, a renewed joint program in this vital area of direct interest to both the Congress and the President.

The legislative groundwork for this program was laid sixteen years ago. While much progress has been made, much more is necessary if we are to discharge the responsibility placed upon us by the Budget and Accounting Procedures Act of 1950. Accordingly, I request the head of each executive department and agency to take immediate action to:

- Insure that the system of accounting and internal control in his agency meets management needs and conforms to the principles, standards, and related requirements prescribed by the Comptroller General.
- Work with the Civil Service Commission in developing a more vigorous program for recruiting and developing the professional personnel to design and operate effective financial management systems.
- Assure that financial reports and cost data provide adequate support for the planning-programming-budgeting system.
- See that the agency's managers are given the basic tools they need -- responsibility centered cost-based operating budgets and financial reports -- for setting and achieving maximum cost reduction goals.

The Budget Director will issue more detailed instructions with respect to this program. Your full support is needed. I want every manager -- the general manager and the financial manager alike -- to feel and respond to your personal demands for the use of highest quality, business-type financial information systems.

I want every manager to think of his part of the total Government in terms of everything he owns, everything he owes and the full cost of doing every job in relation to the products resulting from these costs. I want him to think of minimal costs and cost reduction as

profit. And I want him to think in terms of his profit as a result of how he uses all the resources entrusted to him. These goals cannot be fully achieved without sound financial management practices.

With increased assistance by the central agencies, and a positive action program on your part, we can readily achieve what is contemplated in the Budget and Accounting Procedures Act -- the utilization of the best business practices in the day-to-day management of our Government.

/s/ Lyndon B. Johnson



UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

June 15, 1966

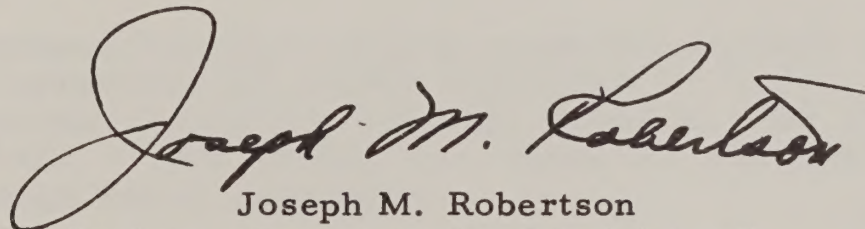
MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Use of Excess and Near-Excess Foreign Currencies

The President has again urged that we make maximum use of excess and near-excess foreign currencies for transportation and for local expenses in the country concerned. His memorandum of May 21, 1966 to the Heads of Executive Departments is attached.

The Department's regulations (6 AR 237 and 7 AR 47.5) require maximum use of such currencies. Please review the situation in your agency to assure that you are doing everything possible to comply.

The "Foreign Currency Bulletins" published by the State Department are being supplied to all Department agencies as they are received. You should make sure that every official who approves travel and every employee who travels abroad becomes familiar with these bulletins.

A large, stylized handwritten signature in dark ink, reading "Joseph M. Robertson". The signature is fluid and cursive, with a large initial "J" and a long, sweeping underline.

Joseph M. Robertson
Assistant Secretary for Administration

Attachment

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

June 15, 1966

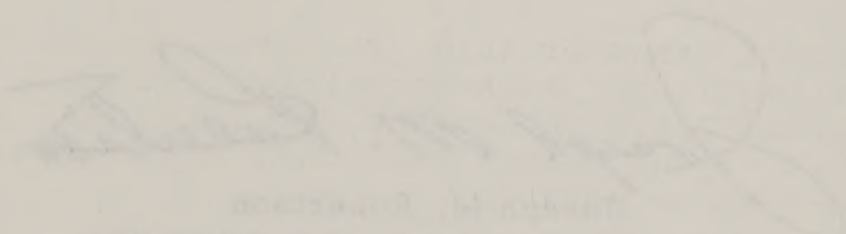
MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Use of Excess and Near-Excess Foreign Currencies

The President has again urged that we make maximum use of excess and near-excess foreign currencies for transportation and for other expenses in the foreign countries. The memorandum of May 21, 1964, in the file of Executive Department is attached.

The Department's regulations (48 CFR 41.1 and 48 CFR 41.2) require us to make use of such currencies. It is requested that you advise the situation in your agency and report back to the Department by June 30, 1966.

The Foreign Service, Department of State, is authorized by the State Department to issue orders to the Department of Agriculture to use such currencies. It is requested that you advise the situation in your agency and report back to the Department by June 30, 1966.


Joseph M. Anderson
Assistant Secretary for Administration

Attachment
This document is being distributed to the heads of the Department of Agriculture, the Department of State, and the Department of Defense for their information and guidance. It is requested that you advise the situation in your agency and report back to the Department by June 30, 1966.

THE WHITE HOUSE

WASHINGTON

May 21, 1966

MEMORANDUM FOR HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

I want everyone who travels at Government expense -- employees, consultants, grantees -- to use excess and near-excess foreign currencies wherever possible

- ° for transportation
- ° for local expenses in the country concerned.

I want these currencies used because

- ° it helps the U.S. balance of payments
- ° it lowers total United States budget expenditures.

Official Government travelers can, and should

- ° obtain the local currencies for payment of their local expenses from the disbursing officers in all of the "excess" and "near-excess" currency countries
- ° issue Government transportation requests payable in the local currencies of eight countries -- India, Israel, Morocco, Pakistan, Poland, Tunisia, UAR (Egypt) and Yugoslavia -- for travel to, from, or (in most cases) through these countries.

The United States owns foreign currencies above its normal requirements in the countries designated as "excess" or "near-excess" in Bureau of the Budget Bulletins Nos. 66-1 and 66-5. These foreign currencies cannot be converted to dollars or other hard currencies. However, they are available for the use of the United States within each country and for certain purposes which have been previously agreed upon.

Detailed instructions on the use of U.S.-owned foreign currency for travel, for example, are published by the State Department in a series of "Foreign Currency Bulletins." Every official responsible for approving travel and every Government traveler abroad should become familiar with these issuances.

I ask you to cooperate fully in this effort.

/s/ Lyndon B. Johnson

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

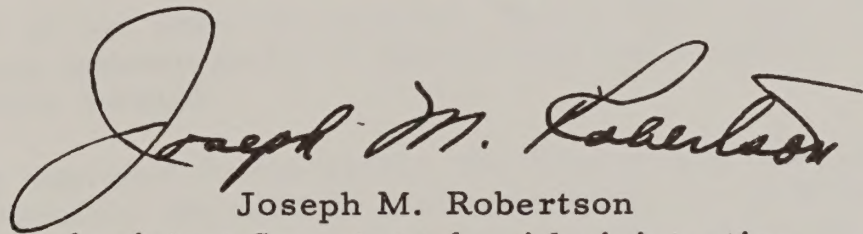
June 17, 1966

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Restriction on Filling Vacancies

To implement the 2 full pay-period lag in filling vacancies as required in Secretary Freeman's Memorandum of June 2, 1966, Agency Heads are delegated authority to make exceptions as prescribed herein.

Exceptions may be made by the Head of the Agency as he may determine necessary and essential, provided action is taken to further delay the filling of other vacancies subject to the lag to the extent necessary to offset the exceptions.

A handwritten signature in dark ink, reading "Joseph M. Robertson". The signature is fluid and cursive, with a large initial "J" and a stylized "R".

Joseph M. Robertson
Assistant Secretary for Administration

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C.

June 17, 1906

MEMORANDUM FOR THE SECRETARY OF AGRICULTURE

Re: Report of the Secretary of the

It is respectfully suggested that the following be placed in the Secretary's Report for the year 1906. The Secretary is requested to place in his report the following information as to the progress of the work of the Department during the year 1906.

The following may be made by the Secretary of the Department for the year 1906. The Secretary is requested to place in his report the following information as to the progress of the work of the Department during the year 1906.


Joseph M. Johnston
Assistant Secretary for Administration

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

June 17, 1966

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Cost Reduction

The theme of our USDA cost reduction program is involvement, ingenuity, and improvement. It has been the involvement of employees using their ingenuity to bring about improvement that has placed the Department of Agriculture in a lead position in the President's "War on Waste."

The President recognized this when he took time out from a busy schedule to personally speak at our cost reduction awards ceremony in the Patio of the Administration Building in April of this year. On this occasion he personally presented special merit awards to 37 outstanding USDA cost-cutters.

This event has been documented in two ways -- in a motion picture and in a brochure. A copy of the brochure is attached.

The motion picture of the event is entitled "Merit Awards for Cost Reduction." It runs approximately 17 minutes and was produced by the USDA's Motion Picture Service.

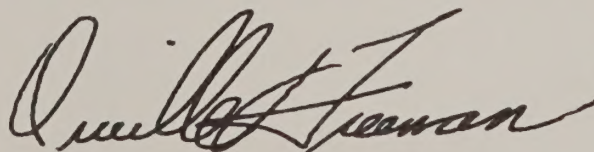
I would like every employee to see either the film or the brochure, or both. This is important. We need to work constantly to maintain employee identification with the cost reduction program. Both the film and the brochure can help each program manager do this.

You are in the process of compiling the results of your fiscal 1966 cost-cutting efforts. I want us to achieve or exceed our FY 1966 savings goal of \$456.3 million. I feel sure we won't let the President down on this score.

Also, our goals for next year and the year after are due on July 15, 1966. The film and brochure, used in conjunction with your own agency promotional ideas, can be useful in causing each and every employee to set an economy goal for himself right where it counts -- at the workplace.

A limited number of additional copies of the brochure can be obtained from Mr. William Hazel, Room 344-E. Quantity orders (over 100 copies) should be placed with the Office of Plant and Operations by June 24, 1966. The film may be ordered from the Motion Picture Service, Office of Information. Orders for copies of the film should be placed as soon as possible.

Attachment



UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

June 15, 1965

MEMORANDUM FOR THE SECRETARY

Subject:

The purpose of this memorandum is to inform you of the results of the investigation conducted by the Department of Agriculture regarding the alleged activities of the [redacted] in the [redacted] area. The investigation was conducted by the [redacted] and the [redacted] and the results are as follows:

1. The [redacted] has been found to be engaged in the [redacted] of [redacted] in the [redacted] area. The [redacted] has been found to be engaged in the [redacted] of [redacted] in the [redacted] area. The [redacted] has been found to be engaged in the [redacted] of [redacted] in the [redacted] area.

2. The [redacted] has been found to be engaged in the [redacted] of [redacted] in the [redacted] area. The [redacted] has been found to be engaged in the [redacted] of [redacted] in the [redacted] area. The [redacted] has been found to be engaged in the [redacted] of [redacted] in the [redacted] area.

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4. The [redacted] has been found to be engaged in the [redacted] of [redacted] in the [redacted] area. The [redacted] has been found to be engaged in the [redacted] of [redacted] in the [redacted] area. The [redacted] has been found to be engaged in the [redacted] of [redacted] in the [redacted] area.

5. The [redacted] has been found to be engaged in the [redacted] of [redacted] in the [redacted] area. The [redacted] has been found to be engaged in the [redacted] of [redacted] in the [redacted] area. The [redacted] has been found to be engaged in the [redacted] of [redacted] in the [redacted] area.

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7. The [redacted] has been found to be engaged in the [redacted] of [redacted] in the [redacted] area. The [redacted] has been found to be engaged in the [redacted] of [redacted] in the [redacted] area. The [redacted] has been found to be engaged in the [redacted] of [redacted] in the [redacted] area.

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UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

July 26, 1966

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Public Law 89-487 Dealing With the
Right of the Public to Information

Public Law 89-487--the Freedom of Information bill--was approved by the President, July 4, 1966. It amended section 3 of the Administrative Procedure Act. Its purpose is to clarify and protect the right of the public to information.

Although the law does not become effective until one year from the date of its enactment, the President expects officials to begin a constructive approach toward carrying out the spirit of this law as soon as possible.

It is necessary for us to make a prompt reappraisal of the policies and procedures of the agencies with respect to the availability of information to the public to comply with the President's directive at the earliest possible date.

Section 3 of the Administrative Procedure Act, under which the policies and procedures applicable to the availability of departmental records were established, under its present form exempts from its provisions any functions of the United States requiring secrecy in the public interest or any matter relating solely to the internal management of an agency. The pertinent provisions of the current section 3 applicable to records not falling in these two categories are as follows:

"(b) Opinions and Orders.--Every agency shall publish or, in accordance with published rule, make available to public inspection all final opinions or orders in the adjudication of cases (except those required for good cause to be held confidential and not cited as precedents) and all rules.

(c) Public Records.--Save as otherwise required by statute, matters of official record shall in accordance with published rule be made available to persons properly and directly concerned except information held confidential for good cause found." (Underscoring supplied.)

Public Law 89-487 eliminates the two general exemptions from the requirements of section 3, and substantially amends subsections (b) and (c) quoted above by eliminating the present authority for withholding records from availability upon good cause found and requiring all records to be made available except those falling in specific categories set forth in the law. In addition, whereas records are presently required to be made available to "persons properly and directly concerned," the new law requires such records to be made available to "any person."

The categories of records authorized to be held confidential under the new law are as follows:

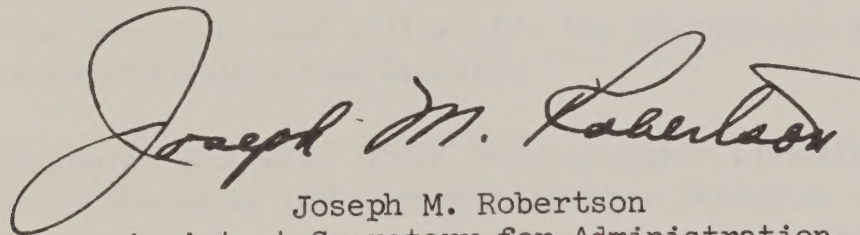
- (1) Specifically required by Executive Order to be kept secret in the interest of the national defense or foreign policy;
- (2) Related solely to the internal personnel rules and practices of any agency;
- (3) Specifically exempted from disclosure by statute;
- (4) Trade secrets and commercial or financial information obtained from any person and privileged or confidential;
- (5) Inter-agency or intra-agency memorandums or letters which would not be available by law to a private party in litigation with the agency;
- (6) Personnel and medical files and similar files the disclosure of which would constitute a clearly unwarranted invasion of personal privacy;
- (7) Investigatory files compiled for law enforcement purposes except to the extent available by law to a private party;
- (8) Contained in or related to examination, operating, or condition reports prepared by, on behalf of, or for the use of any agency responsible for the regulation or supervision of financial institutions; and
- (9) Geological and geophysical information and data (including maps) concerning wells.

To determine needed changes in policy or procedure and the impact of this new law upon the Department and its agencies, it is necessary to know what records are presently held confidential under the Administrative Procedure Act, namely, functions required to be kept secret in the public interest, internal management, and upon a finding of good cause. In addition, it is necessary to ascertain the categories of records the

disclosure of which would substantially impair the effective administration of departmental responsibility or be harmful to the public interest.

Each agency is directed to prepare a report giving the categories of its records which are presently held confidential or restricted as to availability to the public (not including records so held in compliance with specific statutory requirements). Indicate those cases where the disclosure of the record would substantially impair the administration of a program or adversely affect the public interest, a statement of why, and what the effect and disclosure would have upon the administration of the program or the public interest.

This report should be forwarded to Harold R. Lewis, Director of Information, not later than the close of business, Friday, August 5, 1966, in order that the reports may be reviewed in preparation for a meeting to be held with representatives of the Department of Justice.

A handwritten signature in dark ink, reading "Joseph M. Robertson". The signature is fluid and cursive, with a large initial "J" and a stylized "R".

Joseph M. Robertson
Assistant Secretary for Administration

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

August 5, 1968

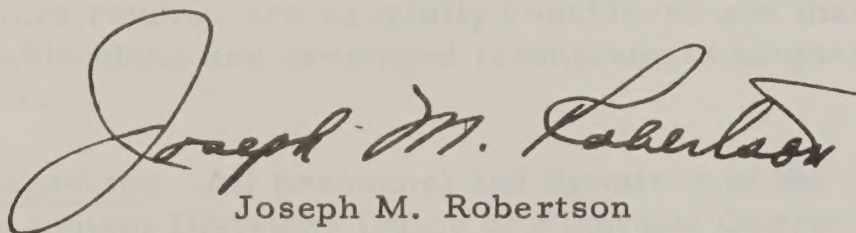
MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

USDA Photographic Identification Card

A new identification card on which the employee's color photograph appears has been adopted. It will be used for Department employees in the Washington Metropolitan Area. The card will be wallet-sized, sealed in plastic, will be convenient for employees to carry, and will provide better identification. A "crash program" will begin August 26, 1968. The process used will enable the photograph to be taken and the card issued within a few minutes.

The new card is designated AD-422, USDA Photographic Identification Card. The Secretary's Records and Communications Division, Office of Plant and Operations, will issue operating procedures shortly to all agencies. The operation will be financed by the Working Capital Fund on a reimbursable basis.

Any questions on this matter may be referred to James H. Austin, Chief of Secretary's Records, on extension 3187.



Joseph M. Robertson
Assistant Secretary for Administration

August 2, 1958

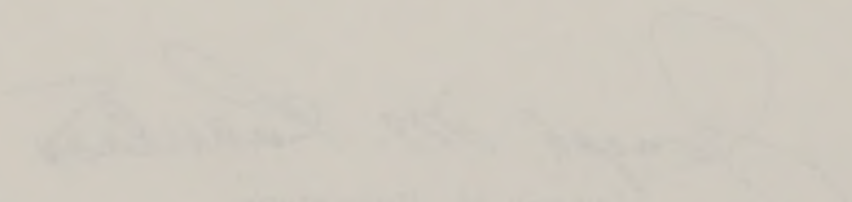
MEMORANDUM TO HONORABLE DEPUTY SECRETARY

Office of Agricultural Investigation

A new investigation is being conducted in which the purpose is to determine the extent of the damage to the agricultural resources of the United States by the various types of insects and diseases which are known to be present in the various States. The results of this investigation will be used to determine the extent of the damage to the agricultural resources of the United States by the various types of insects and diseases which are known to be present in the various States.

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Special Agent in Charge
Office of Agricultural Investigation

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

August 12, 1966

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Changes in Assignment of Functions and Personnel of
Administrative Staff Offices

The following changes are effective July 31, 1966:

1. Bill Hazel is transferred to the Office of Personnel (Room 339-W, telephone extension 3550).

Bill will serve as Assistant Department Cost Reduction Officer reporting to Carl Barnes. Carl will continue to serve as Department Cost Reduction Officer in addition to his responsibilities as Director of Personnel. (See Title I, Chapter 14).

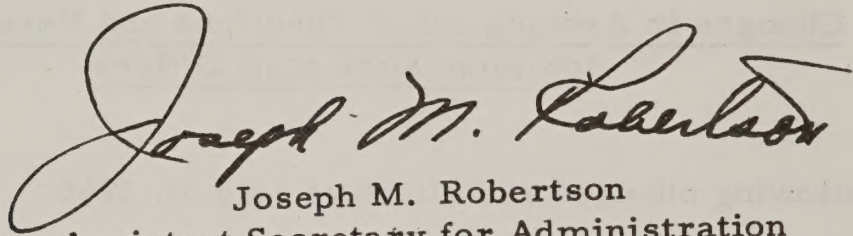
In addition to overall direction of the USDA Cost Reduction and Operations Improvement Program, Messrs, Barnes and Hazel will be responsible for liaison and coordination with the Bureau of the Budget in the conduct of agency joint management and manpower reviews. This responsibility will include maintaining a system of follow-up to assure that all recommendations stemming from the joint reviews are carefully considered and that mutually acceptable plans are developed to implement adopted recommendations.

2. Paperwork Management. All personnel and functions of the Paperwork Management Division, Office of Plant and Operations are transferred to Office of Management Improvement. The Office of Management Improvement will be responsible for the paperwork management functions described in Title 4 of the Administrative Regulations.

Mr. C. E. Wylie will continue to head-up the transferred activities and to function as the Departmental Records Management Officer. He will be the Department's representative on the Federal Records Council. Under his immediate direction, the

staff will coordinate the improvement of paperwork management in the Department with the broad improvement efforts of the Office of Management Improvement.

He will be temporarily located in Room 344-E.

A large, stylized handwritten signature in black ink, reading "Joseph M. Robertson". The signature is fluid and cursive, with the first name "Joseph" being particularly prominent.

Joseph M. Robertson
Assistant Secretary for Administration

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

September 12, 1966

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

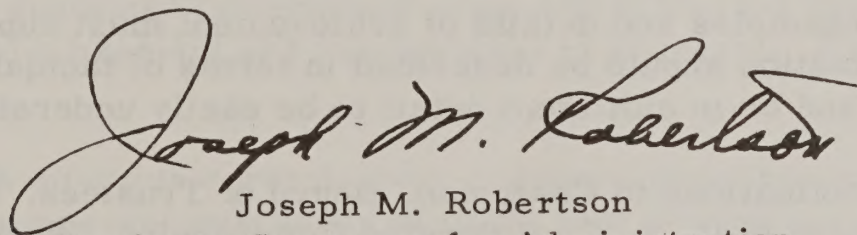
Federal Woman's Award - 1967

Please give your personal attention to the selection of Department nominees for the 1967 Federal Woman's Award. The attached announcement from the Board of Trustees indicates that the criteria has not changed. Women in Grade GS-9 and above are eligible.

The average grade of the winners in the past few years has been GS-15. The typical award recipient has had very long and distinguished service. This type of career service is important and will continue to be acclaimed.

The Awards Board would like to review a somewhat broader spectrum of nominations this year. Do not hesitate to select a woman whose outstanding ability has been demonstrated over a short period of time. The nomination of a lower grade employee, however, should reflect an important contribution to the work of the agency as the competition will be keen.

Nominations are due in the Office of Personnel prior to October 14, 1966. The required format and other details are included in Personnel Bulletin No. 451-44.



Joseph M. Robertson
Assistant Secretary for Administration

Attachment (reproduced on reverse)

FEDERAL WOMAN'S AWARD

Criteria for Nominations

ELIGIBILITY FOR AWARD

Any woman employee of the Federal Government with not less than three years continuous, full-time service in the competitive or excepted service, and who has attained a rank equivalent to grade GS-9 of the Classification Act of 1949, or above, shall be eligible to receive an award based upon career service which has been characterized by outstanding ability and achievement in an executive, professional, scientific, or technical position.

Eligibility may be based upon achievements having an important effect on a major government program, or it may be based upon the specific outstanding accomplishments which have made, or are making, an important contribution to administrative, social, scientific, or technical progress in the work of a Federal agency. Eligibility for an award shall further depend upon the demonstration of either leadership, or sustained individual performance, showing a high degree of personal integrity, honesty, and judgment.

NOMINATIONS

Each department and agency may submit no more than three nominations. Nominations must be submitted by the head of the department or agency concerned.

Nominations must be submitted on the forms provided, an original and five copies, each one enclosed in a folder. All information indicated on the form must be given. Extra sheets may be attached to the forms if necessary.

Specific examples and details of achievement must support each nomination. All information should be described in terms of factual data rather than opinion, and be in sufficient detail to be easily understood.

Submit nominations to Chairman, Board of Trustees, Federal Woman's Award, care of U. S. Civil Service Commission, Washington, D. C., no later than October 31, 1966. In the event your agency has no candidates to submit for this year, please notify the Board accordingly.

August 1966

THE WHITE HOUSE

WASHINGTON

September 16, 1966

MEMORANDUM TO THE HEADS OF
DEPARTMENTS AND AGENCIES

The Federal Government spends more than \$40 billion per year for procurement of supplies, materials, and equipment. More than three-fourths of this property is used by the Department of Defense, most of which is military equipment and supplies. In addition, the Government spends more than \$25 billion for procurement of services and there are substantial expenditures for purposes directly related to procurement, such as for transportation, warehousing, and distribution of property.

I know that progress is being made in your efforts to reduce costs in this area as in others. But we can do better.

For example, last year the Government declared excess property which cost \$4.6 billion. The average volume of excess property generated during the last five years was \$4.4 billion per year. Some of this property was redistributed for further use within the Government but most of it was sold and the average selling price was slightly more than 6 percent of the amount we paid for it. Much of this property had never been used. Costs can be reduced by eliminating unnecessary purchases which cause these excesses. When excesses cannot be avoided, costs can be reduced by redistributing them to avoid procurement.

I want a special sustained Government-wide effort started immediately to improve the procurement and management of property. Each of you is requested to -

- Establish effective controls over proposed procurement actions to prevent purchases of items that are not actually required. Eliminate procurement of excessive quantities or of items being requested only to satisfy a desire for latest styles or designs. The entire organization must be instilled with a "make do" attitude.

- Review pending procurement orders which have not been delivered. If delivery will result in inventory levels higher than necessary, take action to cancel orders or reduce quantities where this can be done without incurring penalty charges.
- Review inventory levels of all supplies and equipment on hand in your agency. Whenever the quantity of an item is larger than necessary, take action to correct the condition by (1) stopping procurement until inventories are brought down to the proper level, or (2) transferring a portion of the inventory to an office or agency which needs it and can use it effectively, or (3) returning a portion to the wholesale manager, or (4) reporting it excess.
- Eliminate slow-moving items from your supply inventories which can be obtained readily when needed from the wholesale supply activities of the Department of Defense or the General Services Administration, or from commercial sources.
- Initiate a review of equipment which has been assigned to individuals or to organizations within your agency. If any items are not being used effectively, require that they be returned to stock or placed in pools from which they can be assigned as needed. If this "house-cleaning" effort results in an accumulation of items which are not needed, transfer them to a place in your organization where they will be used effectively or report them excess.
- Review the handling of excess property lists in your agency to assure that (1) such lists are carefully examined and excess or rehabilitated property is used in lieu of new procurement whenever possible, and (2) property is not claimed from excess lists unless it actually is needed for known programs.
- Review the procurement and property management programs of your contractors which purchase supplies and equipment for which the Government must pay or which have Government-owned supplies and equipment in their custody. Such contractors should observe the same policies prescribed for Government agencies for avoiding unnecessary procurement, eliminating frills, curtailing inventories, using excess property, and insisting upon full utilization of assigned equipment.

In furtherance of this effort, the Secretary of Defense and the Administrator of General Services will -

- Develop an effective system for redistributing Government property to the places where it is needed most. I am aware of the excellent work along this line which has been accomplished through use of electronic data processing systems at the Defense Logistics Supply Center in Battle Creek, Michigan. This work should be accelerated and should provide a means not only for redistributing excess property but also for improved utilization of inventories which have not been reported excess and which should not be disposed of as surplus.
- Accelerate actions which are currently underway to eliminate avoidable duplication and overlapping in management of supplies among inventory managers.
- Initiate effective procurement and inventory reporting systems which will enable the military services and civilian agencies to identify problems and to take corrective actions more promptly. Unneeded or unduly burdensome reporting requirements should be avoided but it is necessary to have reliable information concerning inventories, procurement volume, usage rates and expected requirements if property is to be managed economically.
- Accelerate efforts to reduce the number of items in the Government's supply systems by (1) establishing effective controls to prevent new items from entering the supply system unless they are essential, and (2) by developing standards and requiring that standard items be used and that items which have unnecessary nonstandard features are eliminated from the system.
- Develop a system which will assure that components and spare parts are adequately identified to assure maximum competition on subsequent replacement procurements and that such components and spare parts are provided to prime end item contractors when available from inventory.

- Reexamine existing replacement standards for equipment and make any necessary adjustments to avoid procurement of replacements unless they are necessary to avoid safety hazards or avoid excessive maintenance and operating costs.
- Report results of these efforts to me on February 1, 1967, and from time to time thereafter, as appropriate. The reports should cover procurement and supply management in the Department of Defense and the civilian agencies and should include facts concerning progress in (1) reduction of inventories, (2) utilization of excess property and redistribution of other stocks in lieu of new procurement, (3) reduction in the number of items in supply systems, (4) changes in equipment replacement standards, (5) recovery or pooling of any assigned equipment found to be inadequately utilized, (6) improvement in property management by Government contractors, and (7) any other pertinent information.

/s/ LYNDON B. JOHNSON

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

September 29, 1966

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Cost Reduction in Procurement, Construction and Services

President Johnson in his message of September 8 to the Congress and the American people on steps considered necessary to assure the continuing health and strength of our economy, stated: "I am going to cut all Federal expenditures to the fullest extent consistent with the well-being of our people." In a statement to heads of departments and agencies at a Cabinet meeting September 16, he underscored most emphatically that he meant exactly what he said. He further emphasized that while cost control, avoidance and reduction has always been one of the basic policies of this Administration, it is now more important than ever before in terms of relieving inflationary pressures in the economy.

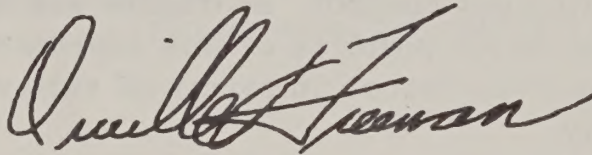
The President has asked that we take part in a Government-wide effort to reduce costs in the procurement of supplies, materials, equipment and services and in related areas. A copy of his memorandum is attached. In addition to controlling purchase of items so as to reduce costs, you are to reduce the rate of expenditure for construction and services. Specifically, each of you is requested to:

1. Establish tighter controls on proposed procurement actions.
2. Reduce the rate of expenditure for construction and services.
3. Hold down and reduce supply inventories.
4. Increase utilization of excess property and redistribute other stocks in lieu of new procurement.
5. Reduce the number of items in the various supply systems.
6. Review and revise equipment replacement standards.
7. Review the procurement and property management programs of Government contractors.

The results of these efforts are to be reported to the President on February 1, 1967.

I have asked Elmer Mostow, Director of Plant and Operations, to direct the Department's effort in this endeavor and to give it top priority attention. A special sustained effort is to be started immediately to reduce costs wherever possible in procurement and in property management. Mr. Mostow will give you explicit directions for carrying this program forward.

I ask that each of you give immediate attention to this cost reduction program. The entire Department, as the President states, must be instilled with a "make do" attitude. Controls over expenditures must be established so as to assure that procurements are limited to essential, immediate needs. I expect reports from you showing a substantial reduction in expenditures.

A handwritten signature in dark ink, appearing to read "William F. Friedman". The signature is fluid and cursive, with a large initial "W" and "F".

Attachment

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

September 29, 1966

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Fiscal Year 1967 Employment Ceilings

Here is a copy of a memorandum from the Director of the Budget Bureau dated September 20, 1966, advising us of the President's directive to restrict employment during the fiscal year 1967.

This directive provides that:

- A. Employment in full-time permanent positions for the rest of fiscal year 1967 be held at or below such employment as of July 31, 1966.
- B. Employment on June 30, 1967 in temporary, part-time or intermittent positions be held to the level of such employment on June 30, 1966.

Agency heads should take steps immediately to establish employment controls which will keep the number of employees in full-time permanent positions to the number shown in the July 1966 report for each agency or the current level, whichever is lower. If employment in this category is already above the July level, no vacancies shall be filled until employment goes below that level. Firm commitments to hire, made prior to the date of this memorandum, which would cause an agency's employment to exceed that in July 1966, may be honored but future vacancies shall not be filled until employment has reached the July level. Any reduction in employment shall be achieved without use of reduction in force procedures.

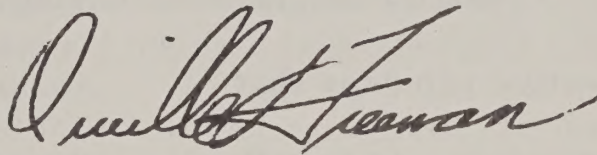
Employment in temporary, part-time, or intermittent positions shall be held to the level prevailing in June 1966 except for meeting normal seasonal changes in agency workloads. Such employment in June 1967 shall not exceed that in June 1966.

Savings realized as a result of these ceilings should be specifically identified and not be used for any other purpose. Reports on such savings will be submitted upon request.

The above interim ceilings are based on the Department's reports to the Civil Service Commission. The Office of Budget and Finance is

presently making a review of 1967 employment requirements in relation to funds available and approved program levels for 1967. As soon as this analysis is completed and approved by the Secretary, that Office will advise you of the revised determinations on employment ceilings for the current year. Any additional instructions will be issued by the Office of Budget and Finance.

I do not expect to request exceptions from this directive except in the most unusual circumstances. Therefore, any such requests, which should be sent through the Office of Budget and Finance, should be fully documented clearly showing that there is no alternative but to request an increase in the ceiling.

A handwritten signature in dark ink, appearing to read "William F. French". The signature is fluid and cursive, with a long horizontal stroke at the end.

Attachment

EXECUTIVE OFFICE OF THE PRESIDENT

BUREAU OF THE BUDGET

WASHINGTON, D.C. 20503

September 20, 1966

MEMORANDUM FOR THE HEADS OF EXECUTIVE DEPARTMENTS
AND ESTABLISHMENTS

Subject: Fiscal year 1967 employment ceilings

1. The President has directed that the head of each agency take necessary steps to:

a. Hold employment in full-time permanent positions for the remainder of fiscal 1967 to a level at or below that prevailing as of July 31, 1966. (Those agencies whose employment is already above the July 31, 1966, figure should reduce their employment to the July 31 level as expeditiously as possible by not filling vacancies.)

b. Hold employment in temporary, part-time, or intermittent positions for the remainder of fiscal 1967 to a level at or below that prevailing as of June 30, 1966, except for meeting normal seasonal changes in agency workloads. In no event should such employment on June 30, 1967, exceed that on June 30, 1966.

2. These actions are an essential part of President Johnson's efforts to reduce Federal expenditures.

3. Each agency head should make every effort to achieve the lowest possible level of employment. We must increase our productivity, redeploy our personnel, simplify our procedures and strip work to essentials in order to meet the employment ceilings established by this memorandum.

4. In view of the personnel requirements involved in the Viet Nam conflict, the Department of Defense and the Selective Service System are specifically exempt from paragraph 1 of this memorandum. For these two agencies, employment ceilings heretofore in effect will remain in effect subject to adjustment during review of the 1968 budget.

5. In the case of the Post Office, the June 30, 1967, employment ceiling established in the January budget review will remain in effect.

6. Requests for exception to the levels established by this memorandum will be presented to the Director of the Bureau of the Budget by the agency head under the following circumstances only:

a. When the need for employment increases can be related directly to requirements for Southeast Asia, or

b. When employment increases are needed for new programs which were not in existence on July 31, 1966, and for which appropriations or other funds have been provided and have been apportioned by the Bureau of the Budget, or

c. When employment increases are needed for emergency situations involving the protection of life, property, or the national security, or

d. When transfers of functions from one agency to another or from headquarters to the field result in a need to adjust employment levels.

In any of the above cases, exceptions will not be requested until the agency head has determined that it is clearly not possible to meet the required employment needs by redeploying personnel from other areas so as to remain under the employment level established by this memorandum. Exceptions will not be granted unless agencies clearly demonstrate that such shifts have been evaluated and that they are not feasible.

Charles L. Schultze

CHARLES L. SCHULTZE
Director

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

September 29, 1966

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Employee Attendance at Cooperative Month Opening Day Activities

Activities of the October Cooperative Month Observance are scheduled across the Nation -- providing an opportunity for many Americans to learn of the outstanding contributions of cooperatives to the rural economy and well-being of the American public.

We in the Department will have a similar opportunity to keep up-to-date and well informed on the vital role of cooperatives in support of the National economy -- and especially the economy of rural America. Department personnel might well be considered the most important audience we reach with our Cooperative Month informational activities.

It is with this in mind that we would like a representative number of Department personnel to be able to hear Secretary Freeman's talk on October 4 at 10:15 a.m. in Jefferson Auditorium. His talk will be titled "Great Days Ahead."

So that you may have some guide for scheduling attendance by your agency personnel the following allotments are suggested by agency. If you find that you will not be using all the space allotted to your agency, please let my office know so that the space may be reallocated.

You may also use these suggestions in scheduling attendance of interested employees in your agency during the afternoon program if you wish.

This afternoon program will begin at 1:00 p.m. with movies on cooperatives that emphasize their appeal to young Americans.

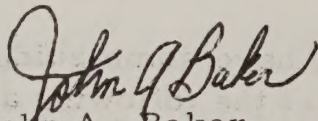
At 2:00 p.m. two teenagers from North Carolina will take part in a 4-H panel discussion on cooperatives and youth. The Future Farmers of America will give a slide presentation.

The Administrator of the Farmer Cooperative Service, David Angevine, will preside over the afternoon program. Paul Gray, national executive secretary of FHA, U.S. Office of Education, Department of Health,

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
Education, and Welfare, and Administrator Lloyd H. Davis
of the Federal Extension Service will discuss their youth
programs in introducing the FFA and 4-H participants.

Space Available for Agency Personnel
to Hear Secretary Freeman on
October 4, at 10:15 a.m. in Jefferson Auditorium

B&F	3	SCS	25
OHE	2	FAS	25
OMI	2	IADS	10
OP	4	ASCS	90
P&O	2	FCIC	5
NAL	5	ARS	50
INF	10	CSRS	5
OMS	15	FES	20
OGC	5	RPDES	2
OIG	5	C&MS	50
RCDS	10	CEA	2
FCS	90	ERS	50
FHA	30	SEG	2
FS	30	SRS	20
REA	100		


John A. Baker
Assistant Secretary

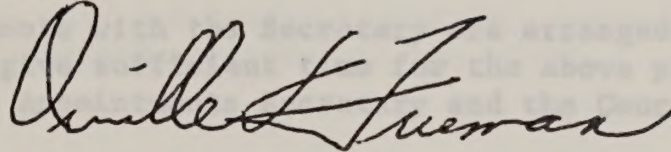
UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington

October 11, 1966

MEMORANDUM

To: Under Secretary
Assistant Secretaries
Staff Assistants to Secretary
Heads of Staff Offices
Agency Heads

From: The Secretary



The purpose of this memorandum is to set down a standard format and procedure for briefing the Secretary on visitors and to designate responsibility to assure relevance of briefing and timely receipt by the Secretary.

Proposals made to the Secretary by visitors can be considered most expeditiously when the Secretary previously receives available specifics about the visitor, his proposals, and suggestions for response in digest form.

Effective from the date of this memo the attached briefing format and following procedures will be used in connection with visitors to the Secretary.

1. All requests for appointments will be directed to the Appointment Secretary Audrey Warren. After appointment is approved, she will immediately notify a Briefing Coordinator on the Secretary's Staff (For Foreign Visitors: Gene Olson, for other visitors: Jim Thornton) when visitor appointments are made with the Secretary for which briefing is desired.
2. The Briefing Coordinator will contact the office of the head of the Agency or Agencies which might be concerned.
3. The Agencies will prepare a briefing digest as attached. Additional background details, biographic information, agricultural situation and outlook material may be appended at the discretion of the preparing Agency; however, the basic reference document will be the digest and appendices added only as amplification of key items listed in the digest. Briefings will be

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington

October 11, 1955

MEMORANDUM

To: Under Secretary
Assistant Secretary
Staff Assistant to Secretary
Head of Staff Office
Agency Heads
From: The Secretary

The purpose of this memorandum is to set down a standard format and procedure for briefing the Secretary on visitors and to designate responsibility to assure release of briefing and timely response by the Secretary.

Proposals made to the Secretary by visitors can be considered more expeditiously when the Secretary previously receives available specific information about the visitor, his proposals, and suggestions for response in brief form.

Effective from the date of this memo the attached briefing format and following procedures will be used in connection with visitors to the Secretary.

1. All requests for appointments will be directed to the Appointment Secretary, Andrew Warren. After appointment is approved, she will immediately notify a briefing coordinator on the Secretary's staff (for foreign visitors: Gene Olson, for other visitors: Jim Thurston) when visitor appointments are made with the Secretary for which briefing is desired.

2. The briefing coordinator will contact the office of the head of the Agency or Agencies which might be concerned.

3. The Agencies will prepare a briefing digest as attached. Additional background details, diagrams, information, agricultural situation and outlook material may be appended at the discretion of the preparing Agency; however, the basic reference document will be the digest and appendices added only as amplification of key items listed in the digest. Briefings will be

forwarded through usual channels to reach the Briefing Coordinator by noon of the day before the scheduled visit. Attachments should be clearly tabbed for ready identification.

4. The Briefing Coordinator will verify format, monitor timeliness to assure receipt of briefing by the Secretary before close of business on day previous to visit.

5. The Briefing Coordinator will also be responsible for arranging personal briefings for the Secretary in connection with visitors where it is believed necessary.

6. In cases where appointments with the Secretary are arranged at the last minute and do not give sufficient time for the above procedure, they will be handled by the Appointments Secretary and the Coordinators to fit the situation.

Attachment: Official Visitor Briefing Digest

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4. The Briefing Coordinator will verify format, monitor timeliness to assure receipt of briefing by the Secretary before close of business on day previous to visit.

5. The Briefing Coordinator will also be responsible for arranging personal briefings for the Secretary in connection with visitors where it is believed necessary.

6. In cases where appointments with the Secretary are arranged at the last minute and do not give sufficient time for the above procedures, they will be handled by the Appointment Secretary and the Coordinator to fit the situation.

Attachment: Official Visitor Briefing Process

TO: The Secretary

FROM:

SUBJECT: Visit of: (Full name, title, time, date)

DIGEST

A. BIOGRAPHIC IDENTIFICATION

Two or three sentences only. A longer biographic statement may be appended if considered necessary to the visit.

B. PURPOSE OF VISIT

List at least two or three specific points in brief which the visitor may raise with the Secretary or ask his comment. Every effort should be made to obtain this information, particularly if the visitor is meeting previously with other USDA officials. In the event the Agency is unable to determine this specifically, they are requested to predict and so indicate.

C. SUGGESTED RESPONSES BY THE SECRETARY

List suggested responses to each specific raised in B above.

D. FOR SECRETARY'S INFORMATION ONLY

Brief comments on positions already taken by the USDA or other U.S. officials, actions already taken or underway by the USDA relevant to the purpose of the visit, and related items which the preparing Agency considers useful for background but should not be part of the discussion with the visitor.

E. RECOMMENDED USDA PARTICIPANTS

List name and position of person to attend during the visit with the Secretary. (These persons will attend unless otherwise notified by Appointment Secretary or Briefing Coordinator.)

F. APPENDICES

List of appendices which may be referenced in the digest.

(The digest should preferably be one page single spaced, two at most.)

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

October 17, 1966

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Arthur S. Flemming Award for 1967

The Arthur S. Flemming Award honors outstanding young men in the Federal Government. Ten awards are given each year; five for achievement in the scientific and technical fields, and five in the administrative or executive fields. Mr. Robert M. Dougherty, Chairman of the Flemming Awards Commission, points out the distinction between these two areas as follows:

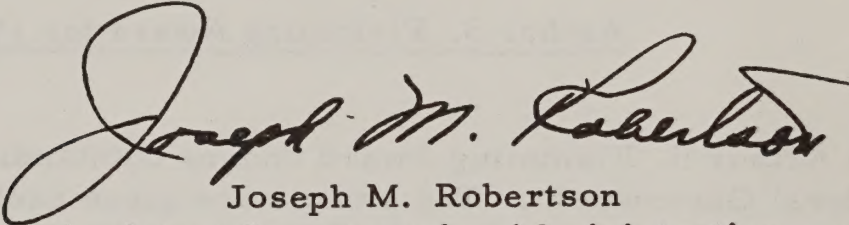
"Administrative nominees should have demonstrated exceptional capabilities and performance in a profession, such as law, personnel, labor, or the like. Primary attention is given to the ability to formulate, organize, co-ordinate and direct the activities of others.

"Scientific nominees should be carrying out research 'at the bench.' 'The bench' could be a laboratory for a chemist, a field for an agronomist, or a desk for a theoretician. Illustrations of scientific achievements may be accompanied by not more than two publications directly related to the accomplishment. A scientist is not precluded from nomination because he has administrative duties, but he should also be participating actively in the research project under his supervision."

The Department has many young men who have demonstrated unusual executive, scientific, or technical ability -- or who have been primarily responsible for a specific accomplishment. We want to take advantage of this opportunity to recognize our outstanding employees. Winners in previous years were: Lester R. Brown, SEG (1966); Dr. S. N. Timasheff, ARS (1964); and Dr. Daniel Swern, ARS (1954).

Eligibility is limited to men who will not have reached the age of 40 before January 1, 1967. Nomination forms required by the

Flemming Awards Commission are available in agency personnel offices. Please submit nominations to the Director of Personnel prior to November 15, 1966.

A large, stylized handwritten signature in dark ink, reading "Joseph M. Robertson". The signature is fluid and cursive, with the first name "Joseph" being particularly prominent.

Joseph M. Robertson
Assistant Secretary for Administration

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

December 23, 1966

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Compliance with Legislative Intent in the Programming of Funds

The Department has an important responsibility to carry out legislative intent in the programming, allocation, and use of funds.

As a part of the appropriation process each year, the Department presents to the Congress in the budget and related justifications its proposed financial plans for the coming year. These plans, as modified by the Congress, represent a blueprint which is to be followed in the administration of programs and the allocation of funds and other resources.

It cannot be too strongly emphasized that the integrity of the budget and the appropriation process demands strict adherence to the programs and plans approved by the Congress. This is a principle recognized by the Department over the years, but its importance is such that it deserves reiteration from time to time.

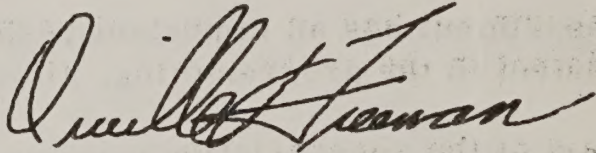
You are reminded that under existing procedures any significant change in the allocation or application of funds from that presented in the justifications, as modified by actions of the Congress, should be presented to the Director of Finance, in writing, before it is made.

This procedure provides an orderly method for review and determination by the Secretary, and for advising the Appropriations Committees, the Bureau of the Budget and other appropriate agencies. This, of course, applies not merely to programs financed in the appropriation acts, but to any other programs and funds, such as permanent appropriations, which are reviewed by the Committees.

Agencies should exercise great care in their judgment as to what is, and what is not, a significant change in plans. This is not a matter where predetermined rules and concepts can be arbitrarily applied to every case which arises. It truly requires the use of reasoned and painstaking evaluation, taking into account all the factors involved. The amount of the proposed change, for example, may not be the determining factor. There may be instances where

significant changes in the operation of a program or the use of funds are proposed which do not involve shifts of funds among programs. In any case where there is doubt, the matter should be referred to the Director of Finance.

Agency heads should take any needed steps to assure that this policy is understood by everyone who has the authority to commit funds.

A handwritten signature in dark ink, appearing to read "William H. French". The signature is fluid and cursive, with a large initial "W" and "H".

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

March 9, 1967

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Public Law 89-487 Dealing With the Right
of the Public to Information

My memorandum of July 26, 1966 on this same subject called for reappraisal of policies and procedures on availability of information to the public. It outlined changes based on P.L. 89-487 and categories of information exempted from disclosure under the law. The provisions do not require or impose an obligation to compile or procure records in response to a request, but relate rather to making identifiable records available.

Public Law 89-487 becomes effective July 4, 1967, at which time policies and procedures must conform to the statutory provisions.

In addition to requirements relating to availability of records, P. L. 89-487 amends subsection 3(a) of the Administrative Procedure Act dealing with publication in the Federal Register. Major changes are:

1. Subsection (e) Exemptions. -- Substitutions here replace two general exemptions eliminated from the introductory language of Section 3.
2. Heretofore "statements of general policy and interpretations formulated and adopted by the agency for the guidance of the public" were required to be published. Now under the new 3(a) those "of general applicability" regardless of whether adopted "for the guidance of the public" must be published. This means that some statements formerly issued only in internal instructions or manuals for the guidance of employees may now require publication if they are of general applicability and affect the public.
3. In lieu of publishing forms, the new provisions permit forms to be described or mention of places where they may be obtained.

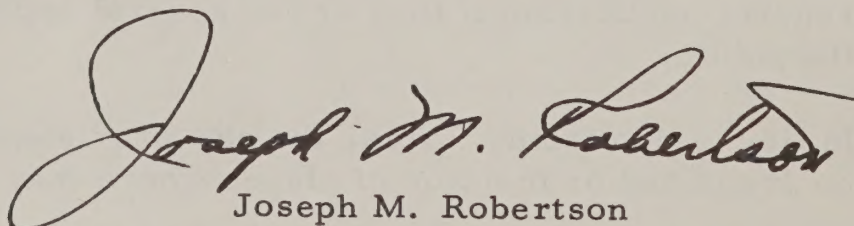
4. Presently the law provides that on failure to publish required material, "no person shall in any manner be required to resort to organization or procedure not so published." The new provisions have a much more substantial impact in that they provide in case of failure to publish that "no person shall in any manner be required to resort to or be adversely affected by any matter not so published."
5. The new provision affirmatively provides for incorporation of some matter by reference, with the approval of the Director of the Federal Register, in lieu of full publication.

Attached is a copy of the provisions of Public Law 89-487 indicating the changes in the present provisions of Section 3 of the Administrative Procedure Act as follows: Existing law proposed to be omitted is enclosed in black brackets; new matter is printed in italics; existing law in which no change is proposed is shown in Roman.

There is also attached a checklist of actions to be taken in every agency to achieve full compliance with Public Law 89-487 by July 4, 1967.

Each agency should assign to one officer responsibility for seeing that the actions set forth in this checklist are taken for activities of the agency. In view of the need for coordinating the efforts of the Department to comply with this law, the agency's survey of its actions should be completed, and drafts of documents found to be necessary for publication in the Federal Register made available for review by May 1, by the General Counsel.

Designated agency officers who have questions on interpretation or application of the public law, or need assistance in drafting documents for publication in the Federal Register should request such assistance from the division or attorneys in the General Counsel's Office responsible for the legal work in connection with the agency's programs.



Joseph M. Robertson

Assistant Secretary for Administration

Attachments

Changes in Existing Law Effectuated by Public Law 89-487
Dealing with the Right of the Public to Information

PUBLIC INFORMATION

SEC. 3. [Except to the extent that there is involved (1) any function of the United States requiring secrecy in the public interest or (2) any matter relating solely to the internal management of an agency—] *Every agency shall make available to the public the following information—*

(a) [RULES.—] *PUBLICATION IN THE FEDERAL REGISTER.*—Every agency shall separately state and currently publish in the Federal Register for the guidance of the public (A) [(1)] descriptions of its central and field organization [including delegations by the agency of final authority] and the established places at which, *the officers from whom, and methods whereby, the public may secure [information or make submittals or requests; (2)] information, make submittals or requests, or obtain decisions;* (B) statements of the general course and method by which its functions are channeled and determined, including the nature and requirements of all formal or informal procedures [available as well as forms and instructions as to the scope and content of all papers, reports, or examinations; and (3) substantive rules adopted as authorized by law and statements of general policy or interpretations formulated and adopted by the agency for the guidance of the public, but not rules addressed to and served upon named persons in accordance with law. No person shall in any manner be required to resort to organization or procedure not so published.] *available;* (C) *rules of procedure descriptions of forms available on the places at which forms may be obtained, and instructions as to the scope and contents of all papers, reports, or examinations;* (D) *substantive rules of general applicability adopted as authorized by law, and statements of general policy or interpretations of general applicability formulated and adopted by the agency; and (E) every amendment, revision, or repeal of the foregoing. Except to the extent that a person has actual and timely notice of the terms thereof, no person shall in any manner be required to resort to, or be adversely affected by any matter required to be published in the Federal Register and not so published. For purposes of this subsection, matter which is reasonably available to the class of persons affected thereby shall be deemed published in the Federal Register when incorporated by reference therein with the approval of the Director of the Federal Register.*

(b) [OPINIONS AND ORDERS.—] Every agency shall publish or, in accordance with published rule, make available to public inspection all final opinions or orders in the adjudication of cases (except those required for good cause to be held confidential and not cited as precedents) and all rules.] *AGENCY OPINIONS AND ORDERS.*—Every agency shall, in accordance with published rules, make available for public inspection and copying (A) all final opinions (including concurring and dissenting opinions) and all orders made in the adjudication of cases, (B) those statements of policy and interpretations which have been adopted by the agency and are not published in the Federal Register, and (C) administrative staff manuals and instructions to staff that affect any member of the public, unless such materials are promptly published and copies offered for sale. To the extent required to prevent a clearly unwarranted invasion of personal privacy, an agency may delete identifying details when it makes available or publishes an opinion, statement of policy, interpretation, or staff manual or instruction: Provided, That in every case the justification for the deletion must be fully explained in writing.

Every agency also shall maintain and make available for public inspection and copying a current index providing identifying information for the public as to any matter which is issued, adopted, or promulgated after the effective date of this Act and which is required by this subsection to be made available or published. No final order, opinion, statement of policy, interpretation, or staff manual or instruction that affects any member of the public may be relied upon, used, or cited as precedent by an agency against any private party unless it has been indexed and either made available or published as provided by this subsection or unless that private party shall have actual and timely notice of the terms thereof.

(c) **[PUBLIC RECORDS.]**—Save as otherwise required by statute, matters of official record shall in accordance with published rule be made available to persons properly and directly concerned except information held confidential for good cause found. **AGENCY RECORDS.**—Except with respect to the records made available pursuant to subsections (a) and (b), every agency shall, upon request for identifiable records made in accordance with published rules stating the time, place, fees to the extent authorized by statute, and procedure to be followed, make such records promptly available to any person. Upon complaint, the district court of the United States in the district in which the complainant resides, or has his principal place of business, or in which the agency records are situated shall have jurisdiction to enjoin the agency from the withholding of agency records and to order the production of any agency records improperly withheld from the complainant. In such cases the court shall determine the matter de novo and the burden shall be upon the agency to sustain its action. In the event of non-compliance with the court's order, the district court may punish the responsible officers for contempt. Except as to those causes which the court deems of greater importance, proceedings before the district court as authorized by this subsection shall take precedence on the docket over all other causes and shall be assigned for hearing and trial at the earliest practicable date and expedited in every way.

(d) **AGENCY PROCEEDINGS.**—Every agency having more than one member shall keep a record of the final votes of each member in every agency proceeding and such record shall be available for public inspection.

(e) **EXEMPTIONS.**—The provisions of this section shall not be applicable to matters that are (1) specifically required by Executive order to be kept secret in the interest of the national defense or foreign policy; (2) related solely to the internal personnel rules and practices of any agency; (3) specifically exempted from disclosure by statute; (4) trade secrets and commercial or financial information obtained from any person and privileged or confidential; (5) interagency or intra-agency memorandums or letters which would not be available by law to a private party in litigation with the agency; (6) personnel and medical files and similar files the disclosure of which would constitute a clearly unwarranted invasion of personal privacy; (7) investigatory files compiled for law enforcement purposes except to the extent available by law to a private party; (8) contained in or related to examination, operating, or condition reports prepared by, on behalf of, or for the use of any agency responsible for the regulation or supervision of financial institutions; and (9) geological and geophysical information and data (including maps) concerning wells.

(f) **LIMITATION OF EXEMPTIONS.**—Nothing in this section authorizes withholding of information or limiting the availability of records to the public except as specifically stated in this section, nor shall this section be authority to withhold information from Congress.

CHECKLIST OF ACTIONS REQUIRED OF EVERY AGENCY
TO ACHIEVE FULL COMPLIANCE WITH PUBLIC LAW 89-487

Except in instances in which the publication or disclosure requirements of the new public records statute (subsections (a)-(d)) do not apply because of limitations incorporated therein or because of the exemptions provided in subsection (e), every agency should complete the following actions prior to July 4, 1967:

1. Description of agency organization - Reexamine and amend, as necessary, the agency's currently published description of its central and field organization to preclude any claim after July 4, 1967 that a person is "adversely affected" by some deficiency in the description (and that he thereby is entitled to escape some obligation or sanction legitimately imposed or is entitled to some benefit or privilege properly denied him). (Subsection (a) (A))
2. Designation of information offices - Amend the agency's currently published description of its central and field organization to list the officers from whom (together with the places at which and the methods whereby) the public may secure information from the agency. (Subsection (a) (A))
3. Statement of agency operations - Reexamine and amend, as necessary, the agency's currently published statements of the general course and method by which its functions are channeled and determined, including its descriptions of all formal and informal procedures available, to preclude any claim that a person is adversely affected by some omission from or inaccuracy in such statements of descriptions. (Subsection (a) (B))
4. Publication of procedural regulations - Review all of the agency's rules of practice and procedural regulations, including descriptions of forms available or the places

at which forms may be obtained and instructions as to the scope and contents of all papers, reports, or examinations, to assure that they are complete, up-to-date, and published in the Federal Register, to preclude any claim that a person is adversely affected by a deficiency in the publication of such materials. (Subsection (a) (C))

5. Substantive rules, policies, and interpretations - Collect all of the agency's substantive rules of general applicability, statements of general policy, and interpretations of general applicability, which are currently effective, and publish in the Federal Register all of those which are not already published. (Subsection (a) (D))
6. Incorporation in the Federal Register by reference - Review all agency documents currently published in the Federal Register for the purpose of identifying those which rely upon incorporation by reference, and obtain from the Director of the Federal Register his specific approval of such incorporation. (Last sentence of subsection (a))
7. Disclosure of administrative instructions - Reexamine all staff manuals, handbooks, and instructions to staff now in use which have been used only internally, for the purpose of determining whether they are "administrative" staff manuals or instructions, within the meaning of the statute, and if so, make copies available for public inspection and copying or republish them and offer them for sale. (Subsection (b) (C))
8. Deletion of identifying details - Establish procedures for deleting identifying details from opinions, statements of policy, interpretations, and staff manuals and instructions, and for explaining in writing the justification for the deletion in every case, wherever such deletion is required to prevent a clearly unwarranted invasion of personal privacy, and make such deletions and provide such explanations in all of the materials required by subsection (b) to be made available by July 4, 1967. (Subsection (b))

9. Public facilities for inspection and copying - Designate places with appropriate facilities for public inspection and copying of -
 (A) final opinions (including concurring and dissenting opinions) and orders made in the adjudication of cases,
 (B) unpublished statements of policy and interpretations, and
 (C) administrative staff manuals and instructions to staff that affect any member of the public. (Subsection (b))
10. Publication of rules governing use of public facilities for inspection and copying - Publish in the Federal Register new rules specifying the places, hours, procedures, and copying fees for public inspection and copying of materials listed in 9 above. (Subsection (b))
11. Public index - Establish and maintain for public inspection and copying a current index providing identifying information for the public as to any matter which is issued, adopted, or promulgated after July 4, 1967 and which is required by subsection (b) to be made available or published. (Subsection (b))
12. Predetermination of disclosure questions - Publish in the Federal Register regulations specifically identifying, to the extent that it is possible to do so, (1) the particular kinds of records ordinarily in the possession of the agency which will be available to the public, upon request, pursuant to the requirements of subsection (c), and (2) the particular kinds of records which are exempt from disclosure pursuant to the provisions of subsection (e). (Subsections (c) and (e))
13. Procedures for ad hoc determination of disclosure questions-
 Establish procedures for the immediate determination by responsible officials of all disclosure questions presented by requests for records under subsection (c) which are not clearly records of the kinds described in (1) and (2) in 12 above. (Subsection (c))

14. Records retrieval systems - Establish facilities (including facilities for the collection of charges for processing requests for access to records) for making promptly available and for selling copies of agency records which are identified by and requested (by mail and in person) by members of the public. (Subsection (c))
15. Rules governing requests for disclosure - Publish rules describing the procedures and governing the operation of the facilities referred to in 14 above. (Subsection (c))
16. Administrative appeals - Establish procedures for administrative appeals from denials of requests for agency records and publish in the Federal Register procedural rules governing such appeals. (Subsection (c))
17. Executive orders - Identify all of the documents and records described in subsections (a), (b), and (d) and, to the extent possible, all other agency records which might be requested under subsection (c), which must be kept secret in the interest of the national defense or foreign policy, and make the necessary arrangements to see that they are specifically required by Executive order to be withheld from disclosure. (Subsection (e) (1))
18. Record of implementation - Maintain a comprehensive history of agency actions implementing the new statute, for purposes of having proof of compliance and being able to respond readily to requests for reports of compliance in the course of Congressional oversight.

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

March 13, 1967

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Honor Awards Ceremony

The Department's 21st Annual Honor Awards Ceremony will be held at 10:30 a.m. on Tuesday, May 16, 1967, at the Sylvan Theater on the Washington Monument Grounds. At that time Distinguished and Superior Service Awards will be presented to employees who have been selected for honorary recognition by the Secretary.

Unit awards will be presented to those groups selected for honor awards and which are headquartered in the Washington area. The Head of each unit will be asked to accept the award for the group. Presentation of field unit awards will be made at field headquarters.

Members of the 1967 Honor Awards Committee appointed by the Secretary are listed below:

Donald A. Williams, Chairman
Administrator, Soil Conservation Service

Richard E. Albrecht, Farm Editor
Wallace's Farmer

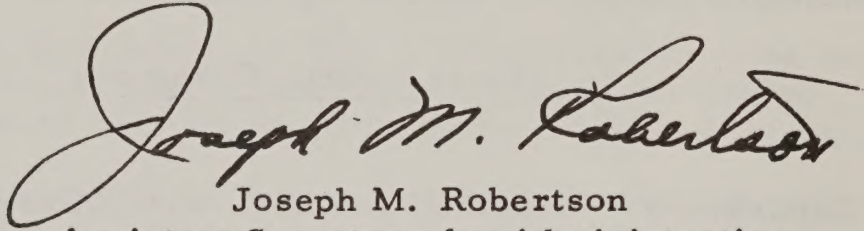
Miss Dorothy Height, President
National Council of Negro Women

Frederick J. Lawton, Former Director of the Bureau of the
Budget, Administrative Assistant to President Truman, and
Civil Service Commissioner

Dr. Howard B. Sprague, Executive Secretary
Agricultural Board, National Academy of Sciences

James W. Entwistle, Executive Secretary
Office of Personnel

Announcement of the award recipients will be made as soon as possible following the recommendations of the committee and final approval by the Secretary.

A handwritten signature in dark ink, reading "Joseph M. Robertson". The signature is fluid and cursive, with a large initial "J" and a stylized "R".

Joseph M. Robertson
Assistant Secretary for Administration

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

April 6, 1967

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES
AND DIRECTORS OF USDA FIELD ESTABLISHMENTS

This Department plays a critical role in the leadership and implementation of Federal Programs. During the past month, we have been actively engaged in working toward better coordination among our agencies and other Federal Departments.

On the other side of this sheet is a copy of a letter to the Vice President from John W. Macy, Chairman of the Civil Service Commission. This Program reflects a very important part of our over-all effort.

Sixteen of our key field managers from Farmers Home Administration have just completed the pilot sessions of this program. Beginning in April, sessions will be conducted in the 15 cities where Federal Executive Boards are located. These FHA field managers will serve on resource panels for these sessions.

We need to obtain the best possible understanding on these programs among all Federal agencies involved. The sessions announced in Chairman Macy's March 17 letter to Vice President Humphrey are designed to provide this.

They deserve your personal attention. I expect as many of our key field personnel as possible to participate in these meetings.

All Directors of USDA field offices should receive this memorandum.

Quill



U.S. CIVIL SERVICE COMMISSION

OFFICE OF THE CHAIRMAN

WASHINGTON, D.C. 20415

March 17, 1967

┐
The Vice President
United States Senate
Washington, D. C. 20510

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Dear Mr. Vice President:

Last summer, Gene Foley proposed that the Civil Service Commission conduct training on Great Society programs to inform field officials administering various economic or social programs about related programs. Your endorsement of this proposal and the enthusiastic support of agencies gave us an auspicious start.

I am pleased to report to you that we now are moving into the field phase of this course on "New Federal Economic and Social Programs." This training was developed by the Commission with collaboration from the Bureau of the Budget, OEO, HEW, HUD, Agriculture, Labor, and the Economic Development Administration of the Department of Commerce.

The first phase was a pilot session in Washington, using key officials from each of the collaborating agencies as lecturers, attended by officials from the six agencies with related programs. The second phase, now underway, consists of sessions also conducted in Washington featuring the same officials as instructors, but attended by key field officials. The third phase will involve staging this training at major population centers in the field.

Beginning in April, sessions will be conducted in each of the 15 Federal Executive Board cities. Resource faculty for these sessions will be drawn largely from those field officials who have attended a Washington session. Additional courses will be conducted in the field as necessary.

I shall keep you informed of the progress of this training.

Sincerely yours,

John W. Macy, Jr.
John W. Macy, Jr.
Chairman

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

April 18, 1967

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES
AND ALL USDA FIELD OFFICES

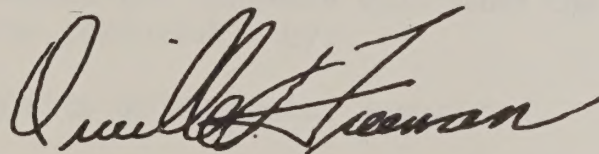
Senior Citizens Month

President Johnson has proclaimed May as Senior Citizens Month. I urge each of you to mark this observance and accept the challenge of this year's theme -- the challenge of the later years.

The Senior Citizens Month program for 1967 is aimed at bridging the "generational gap" between senior citizens and the youth and middle-aged of this country.

I commend you on the work you do in involving senior citizens in your activities and in helping make their later years more comfortable and enjoyable through food and housing aid and other Department programs.

Working with senior citizens is an inspiring and rewarding experience. It is a challenge that every employee of the Department of Agriculture should willingly accept -- not only this month but all during the year.

A handwritten signature in cursive script, appearing to read "William A. Freeman".

Attachment

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

April 18, 1947

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES
AND ALL USDA FIELD OFFICES

General Chinese Mail

President Johnson has announced that he is sending Chinese Mail to the heads of the various departments and agencies and to the heads of the various field offices of the Department of Agriculture.

The Chinese Mail is a publication which is sent to the heads of the various departments and agencies and to the heads of the various field offices of the Department of Agriculture. It contains information on the activities of the various departments and agencies and on the activities of the various field offices of the Department of Agriculture.

I am sure that you will find the Chinese Mail to be a most interesting and informative publication. It is a publication which is sent to the heads of the various departments and agencies and to the heads of the various field offices of the Department of Agriculture. It contains information on the activities of the various departments and agencies and on the activities of the various field offices of the Department of Agriculture.

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MARCH 30, 1967

OFFICE OF THE WHITE HOUSE PRESS SECRETARY

THE WHITE HOUSE

SENIOR CITIZENS MONTH

MAY 1967

BY THE PRESIDENT OF THE UNITED STATES OF AMERICA

A PROCLAMATION

Our society has made a commitment to enrich and improve the lives of the senior citizens among us.

A great part of that commitment to the 19 million Americans who are 65 or over has been advanced during this Administration.

Through Medicare, the often crushing burden of hospital and doctor bills has been eased.

The Older Americans Act, with its emphasis on community services, gives direction and meaning to lives that might have been spent out in frustration and purposelessness.

Other programs provide assistance to senior citizens in housing and nursing care, public welfare, and special training programs.

Recommendations now before the Congress will make the older years of life even more productive and more comfortable by:

- Increasing the benefits under Social Security;
- Raising the level of public assistance for those who must depend on such welfare for the essentials;
- Extending the benefits of Medicare to more people, and expanding its services;
- Increasing the educational, recreational and health services under the Older Americans Act;
- Eliminating income tax discrimination against those over 65 who continue to work;
- Prohibiting discrimination because of age in employment.

The Nation needs these programs in order to move closer to realizing the goals which we have set out as the objectives in our Bill of Rights for Older Americans -- an adequate income, a decent home, and a meaningful retirement.

But to make good fully on its commitment, the Nation needs more than legislation. There must be an awareness in the heart of every citizen of the duty we all share in this abundant land to the elders whose lives have contributed to the development of the society we enjoy.

There must be a general awareness that it is within the power of us all to discharge that duty -- to bring light to the lives of those who are lonely or in despair, better care to those who are ill or disabled, greater benefits to those who are impoverished.

The greater this awareness is, the greater will be our hope of bringing to all older Americans the opportunity to live full and rewarding lives in communities throughout the Nation.

NOW, THEREFORE, I, LYNDON B. JOHNSON, President of the United States of America, do hereby designate the month of May 1967 as Senior Citizens Month.

I call upon all Federal, State and local governments, in partnership with private and voluntary organizations, to join in community effort to give meaning to the theme of this special month:

MEETING THE CHALLENGE OF THE LATER YEARS.

Let each citizen help, in whatever way he can, to make this month memorable by working to provide within each community those benefits and opportunities which will add satisfaction and dignity to the lives of older Americans.

I also invite the Governors of the States, the Governor of the Commonwealth of Puerto Rico, the Commissioners of the District of Columbia, and appropriate officials in other areas subject to the jurisdiction of the United States to join in the observance of Senior Citizens Month.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the Seal of the United States of America to be affixed.

DONE at the City of Washington this thirtieth day of March in the year of our Lord nineteen hundred and sixty-seven, and of the Independence of the United States of America the one hundred and ninety-first.

(SEAL)

LYNDON B. JOHNSON

By the President:
DEAN RUSK
Secretary of State

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

May 3, 1967

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

President's Youth Opportunity Campaign

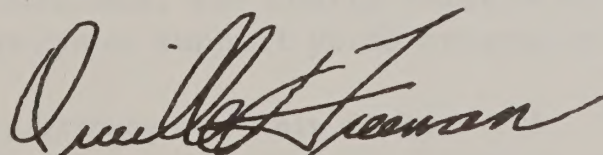
September 1966 marked the completion of our second successful summer of participation in the President's Youth Opportunity Campaign. Through your efforts, we surpassed our pledge of hiring 1,400 youths during the summer of 1966. The Department hired 2,023 boys and girls.

On March 21, the President announced the 1967 Youth Opportunity Campaign for the coming summer. He has directed Federal Agencies to exercise real leadership in providing meaningful summer work and training opportunities for youths aged 16 through 21.

Again we are able to help the young people of the Nation -- to provide them with gainful work experience and, for some, the chance to continue an education that would not otherwise be possible. I know that each of you will respond with the same enthusiasm and support previously given this program.

Work opportunities are to be provided at the rate of three extra youths for every 100 employees in the Washington, D. C., Metropolitan Area and one extra youth for every 100 employees in the field. These jobs are to be given to boys and girls who need them the most because of economic or educational disadvantages.

This year I have set a target of hiring at least 1,425 youths in the Department. I am confident that each of you will not only help me meet this goal, but to exceed it by a healthy margin. I have asked the Director of Personnel to assist you in every way possible in this program.

A handwritten signature in dark ink, appearing to read "William B. Franzen". The signature is fluid and cursive, with a large initial "W" and "B".

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

June 1, 1967

MEMORANDUM TO ALL EMPLOYEES OF THE
DEPARTMENT OF AGRICULTURE

In a few weeks the schools of the nation will open their doors and millions of young people will begin summer vacations.

For some there will be pleasant weeks at the seashore or in the country, for others travel abroad, study or a good job that will earn extra money.

But all of the nation's children won't be this lucky. The long vacation for many brings neither fun nor opportunity. It just means endless days loafing around the streets of a city or town slum, hunting work, or sitting on the front steps watching the world go by.

Several million young people 16 to 21 will be looking for work this summer. The job, if they find one, will be the first step toward a permanent career or an opportunity to earn money for further schooling. An estimated 2 million of these young people will not find work unless a major national effort is made to open up employment for them.

At least as many youngsters of grade school age will need recreation opportunities their families can't supply because they don't have enough money.

President Johnson has taken a personal interest in the plight of these children and their older brothers and sisters. A few weeks ago he announced the start of the 1967 Youth Opportunity program to mobilize the resources of the nation so these youngsters will have the chance to spend a productive summer. He directed Federal agencies to hire as many students as possible for summer work. He requested an added \$75 million to train and employ 75,000 more young people, and provide recreation for some 1 million more boys and girls. He asked private employers, news media officials, and church leaders to press a little harder than in previous years to support youth programs.

But government and the voluntary groups can only do so much. Where they leave off, the private person must put on the mantle of responsibility and do his part also. To put it another way: Every one of us

can and should do something to help a disadvantaged young person this summer. For example -

- Hire a youth to do some of those odd jobs around the house that we never quite get around to doing.
- Take some youngsters who don't have an opportunity to get away from hot city streets to the local park for a picnic and a game of catch.
- Urge a relative who owns a business to employ a young fellow or a girl a few hours a week.
- Persuade our church group or civic club to sponsor a day camp for the youngsters who live down a side street or up the hollow.
- Spend an evening each week tutoring some youngsters who might not return to school because they can't read.
- Go without that new recording or fancy bathing cap and give the dollars saved to the local "fresh air" fund.

There simply is no end to the direct, personal contribution each of us can make to help a youngster if we care enough to get involved. The job doesn't require spending a lot of money or filling out forms or attending meetings, merely the desire to lend a hand and the personal commitment to do something.

The Youth Opportunity program will not succeed if left to government alone or a few large private employers and the voluntary and church groups. They just don't have enough resources to do the whole job.

The campaign will succeed only if enough individuals support it through the simple expedient of getting in touch with their local neighborhood house, community action agency, recreation office, church center, youth employment center, or school system and offering to help out.

Summer 1967, with millions of young people out of school, is a good time to start the habit of helping disadvantaged youth. The cost to the individual or family in money and time will be small; the return to the nation will be very great indeed.

Quill B. Freeman

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

June 28, 1967

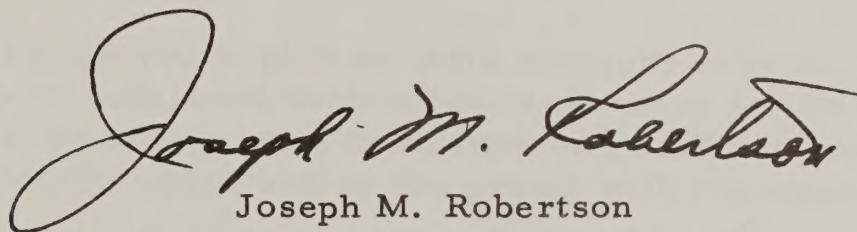
MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Restrictions on the Filling of Vacancies

In a Memorandum dated June 2, 1966, Secretary Freeman established a formal program to defer the filling of vacancies in the Department during Fiscal Year 1967. This was done in order to strengthen our programs and to assist the Government in its efforts to help defray the high costs in Vietnam and avoid inflationary pressures at home.

These reasons are equally applicable and as important today.

Therefore, the program and procedures issued by the Office of Personnel remain in effect until further notice.

A handwritten signature in dark ink, reading "Joseph M. Robertson". The signature is fluid and cursive, with a large initial "J" and a stylized "R".

Joseph M. Robertson
Assistant Secretary for Administration

UNITED STATES DEPARTMENT OF THE INTERIOR
BUREAU OF LAND MANAGEMENT
WASHINGTON, D. C.

TO: [illegible]
FROM: [illegible]
SUBJECT: [illegible]

DATE: [illegible]

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UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

June 29, 1967

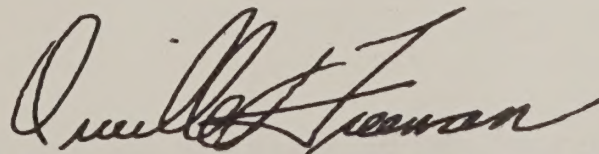
MEMORANDUM TO ALL EMPLOYEES OF THE
DEPARTMENT OF AGRICULTURE

The Problem and the Job of Rural Areas Development are outlined in the accompanying Secretary's Memorandum No. 1610. It describes the "Outreach" responsibilities assigned by the President of the United States to the Department of Agriculture.

In carrying out this assignment I have asked each of the Agency Administrators to direct their personnel in using their time, energy and thought to explain, promote and facilitate the use of non-USDA programs in all rural communities where there are unsatisfied needs.

Our success in helping rural areas, through the "Outreach" function, will rest with responsible USDA employees. I look to you, in your capacity both as a USDA employee and citizen, to find ways and means of carrying out this assignment along with your on-going program responsibilities. Your reward will be in knowing that your effort is very much needed and appreciated.

It is in this spirit that I ask you to give an extra measure of time, thought and assistance to help meet unsatisfied rural needs and so we can begin to overcome the rural/urban imbalance--a problem of so many people with such little space and so few people with too much space.

A handwritten signature in dark ink, appearing to read "William B. Franzen". The signature is fluid and cursive, with a large initial "W" and "B".

Attachment

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C.

June 17, 1917

MEMORANDUM FOR THE SECRETARY OF THE
DEPARTMENT OF AGRICULTURE

The following is a summary of the information received from the Bureau of Plant Industry regarding the results of the investigation conducted by the Bureau of Plant Industry in the year 1916.

The results of the investigation conducted by the Bureau of Plant Industry in the year 1916 are as follows: The Bureau of Plant Industry has been successful in securing the cooperation of the various State Departments of Agriculture in the investigation of the various diseases of plants.

The results of the investigation conducted by the Bureau of Plant Industry in the year 1916 are as follows: The Bureau of Plant Industry has been successful in securing the cooperation of the various State Departments of Agriculture in the investigation of the various diseases of plants. The Bureau of Plant Industry has been successful in securing the cooperation of the various State Departments of Agriculture in the investigation of the various diseases of plants.

The results of the investigation conducted by the Bureau of Plant Industry in the year 1916 are as follows: The Bureau of Plant Industry has been successful in securing the cooperation of the various State Departments of Agriculture in the investigation of the various diseases of plants. The Bureau of Plant Industry has been successful in securing the cooperation of the various State Departments of Agriculture in the investigation of the various diseases of plants.

[Handwritten signature]

Very truly yours,

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

February 27, 1967

SECRETARY'S MEMORANDUM NO. 1610

Rural Areas Development Program

1. THE PROBLEM

The continuing concentration of more people in urban areas and a depopulation of rural areas are happening without a national plan for orderly population distribution.

There is beginning to be a national awareness of the relationship between urban and rural problems and a growing commitment to find an effective solution recognizing that one of our greatest assets, in an increasingly crowded world, is space.

Rural America continues to have many underdeveloped natural, human, economic, and social resources.

Full development of these resources will provide new strength for rural communities and the nation.

The Federal, State, and local governments offer many programs and services to help rural people achieve parity of opportunity. However, many of these programs and services are not known or fully used in rural areas. Neither has sufficient coordinated effort been exerted to get many of these services into areas of greatest need, especially rural communities.

2. THE JOB

In recognition of this, the President has directed the Secretary of Agriculture to (a) provide an "outreach" function by utilizing all the facilities of the Department of Agriculture field offices in the task of assisting other Federal agencies in making their programs effective in rural areas and (b) take the initiative in identifying problems of the rural communities which require the coordinated effort of various departments and agencies for their effective solution.

To implement this "outreach" responsibility, USDA agencies will (a) assist other Federal, State, and local agencies in making their programs and services effective in local areas and (b) help rural people and rural communities in learning about and using, where appropriate, all the programs and services provided by Federal, State, and local agencies outside the Department of Agriculture.

3. THE ASSIGNMENT OF RESPONSIBILITIES

The Farmers Home Administration has been assigned leadership responsibility for implementation of the "outreach" function in the field. This responsibility will be discharged through the State, Area, and County Technical Action Panels. Technical Action Panels shall consist of the ranking officials of the USDA agencies serving the respective territories and appropriate representatives of other Federal, State, and local agencies. The Farmers Home Administration representative will serve as chairman, except where there is no local Farmers Home Administration office. In such cases, the Soil Conservation Service representative will serve as chairman. Where neither the Farmers Home Administration nor Soil Conservation Service has a local office, the Agricultural Stabilization and Conservation Service representative will serve as chairman of the Technical Action Panel.

The Technical Action Panels will:

- (a) cooperate with and assist other Federal, State, and local agencies in making their programs effective in rural areas and will assist rural residents and communities in learning about and utilizing applicable programs;
- (b) identify problems in rural areas where existing programs are not meeting local needs and especially the needs of low income rural people and communities. The State Technical Action Panels will report these deficiencies to the Rural Areas Development Board; and
- (c) work with rural areas development committees, local and regional planning agencies, resource development groups and other interested groups, in extending the "outreach" function of the Department and in assuring that the programs of the USDA agencies are reaching the people and communities where the services are needed.

The effective operation of State, Area, and County Technical Action Panels is the responsibility of all USDA agencies and all USDA agencies shall budget time and provide staff to help develop and carry out this "outreach" function. The Farmers Home Administration shall provide an Executive Secretary to serve each State Technical Action Panel.

The Federal Extension Service has continuing responsibility for providing educational and organizational leadership to groups concerned with the further development of the resources in rural areas. The State Cooperative Extension Services at the State, Area and County levels will be invited to be a member or participant on the Technical Action Panels.

The Rural Community Development Service, under the direction of the Assistant Secretary for Rural Development and Conservation, will

- (a) continue to maintain a working liaison with non-USDA agencies to determine what programs and services would be useful to rural people and communities;
- (b) negotiate working agreements in close collaboration with Farmers Home Administration and other USDA agencies and develop policies and procedures with non-USDA agencies to enable rural people to effectively participate in their programs;
- (c) provide information on non-USDA programs for the use of Technical Action Panels and develop programs in cooperation with the USDA agency chosen to provide rural "outreach" for each non-USDA program. Such information and programs shall be provided to all State, Area and County Technical Action Panels through the Farmers Home Administration;
- (d) provide the secretariat for the Rural Areas Development Board and other appropriate groups.

4. THE RURAL AREAS DEVELOPMENT BOARD

Within the Department, this Board shall advise the Chairman of the Board on (a) policies and operations affecting rural development and (b) the planning and execution of a fully coordinated Departmental program. Each Administrator of the following agencies shall be represented by a designee of his agency to speak for the agency on all

matters coming before the Board:

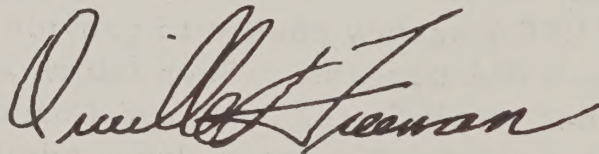
Agricultural Research Service
Agricultural Stabilization and
Conservation Service
Cooperative State Research Service
Consumer and Marketing Service
Economic Research Service
Farmer Cooperative Service
Farmers Home Administration
Federal Crop Insurance
Corporation
Federal Extension Service

Forest Service
International Agricultural
Development Service
Office of Budget and Finance
Office of the General Counsel
Office of Information
Rural Community Development
Service
Rural Electrification
Administration
Soil Conservation Service
Statistical Reporting Service

The Assistant Secretary for Rural Development and Conservation will serve as Chairman of the Board; the Administrator of the Rural Community Development Service will serve as Vice Chairman; and a staff member of the Rural Community Development Service will serve as Executive Secretary.

5. SUPERSEDED MEMORANDUM

This memorandum supersedes Secretary's Memorandum No. 1596, dated March 1, 1966.

A handwritten signature in dark ink, appearing to read "William H. French". The signature is fluid and cursive, with a large initial "W" and "H".

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

September 22, 1967

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Nonreimbursable Details of Employees

The Secretary's memorandum of April 7, 1966, requested agency heads to maintain an accurate record of nonreimbursable details and to obtain, from the Assistant Secretary for Administration, advance approval for such details.

In many instances this instruction has not been followed.

The responsibility for obtaining this advance approval is with the agency which pays the salary of the person being detailed.

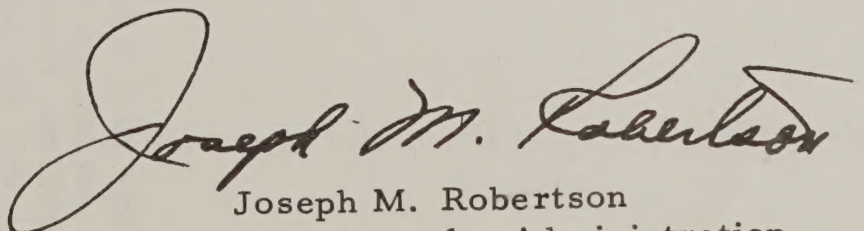
Effective immediately, you should take steps to see that before any member of your staff is detailed to any other agency of this Department or to any agency outside this Department on a nonreimbursable basis, a memorandum is sent to the Assistant Secretary for Administration, through the Office of Budget and Finance. This procedure applies regardless of the source of the request for the detail unless you have already received approval in writing from the Assistant Secretary for Administration.

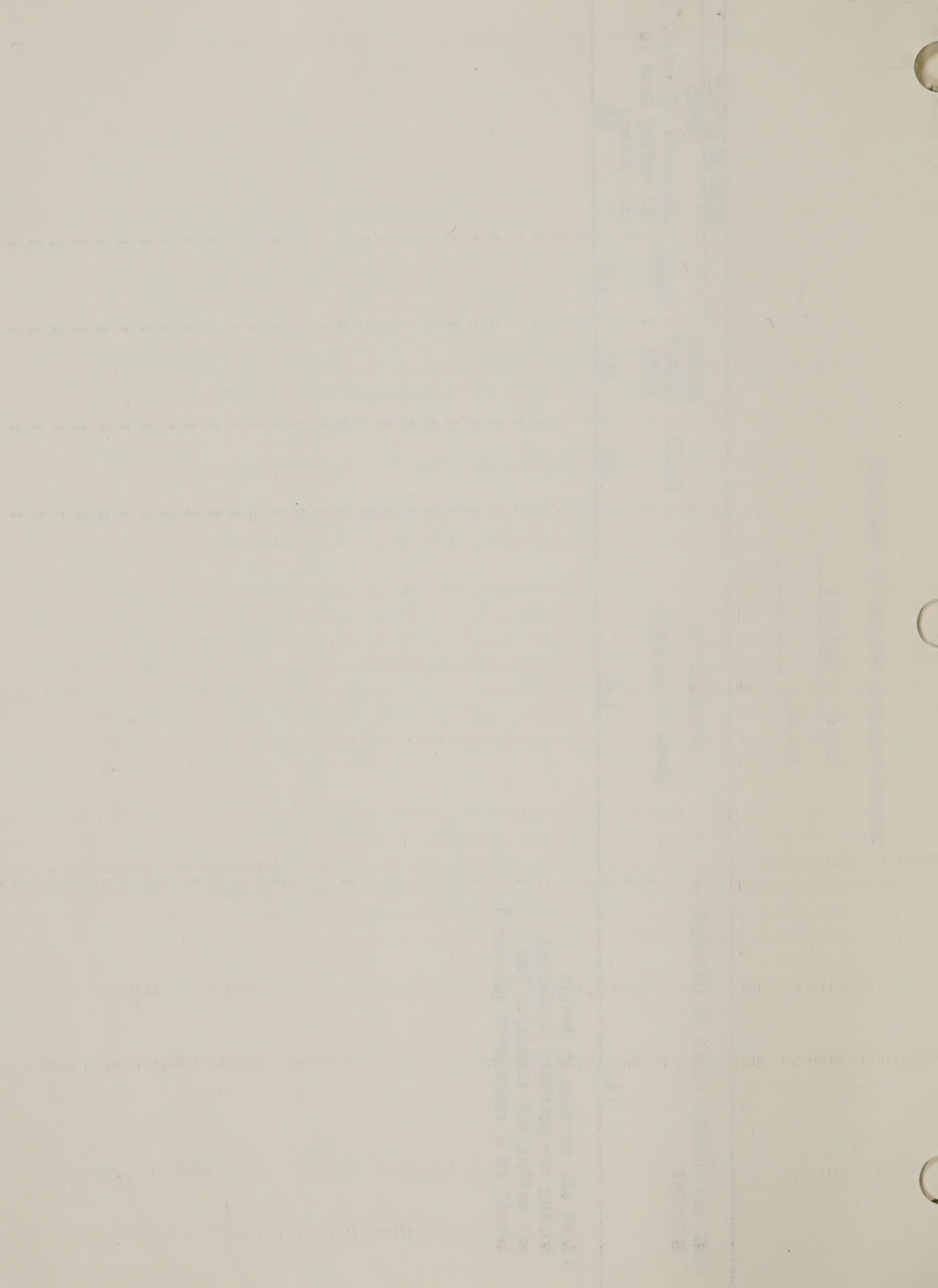
A quarterly report in the form of Attachment A should be submitted to the Office of Budget and Finance within ten days after the close of each calendar quarter. This report should reflect all employees on detail during the quarter, with the exceptions stated in B&F Memorandum No. 598, including all actual or known anticipated details as of the date the report is submitted.

This report is not a substitute for obtaining clearance for details as requested above.

The original and one copy of the report should be sent to the Director of Finance.

Attachment


Joseph M. Robertson
Assistant Secretary for Administration



UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

September 29, 1967

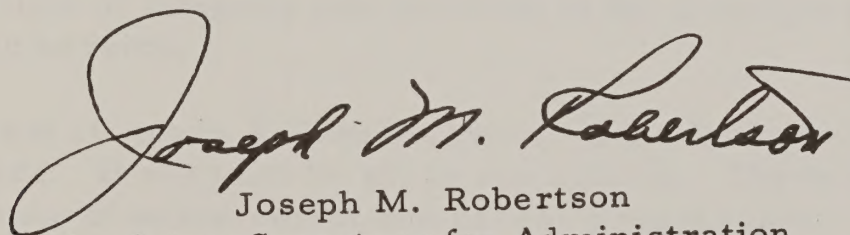
MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Clearance of Secretarial Correspondence and Other Documents

It is a common practice for officials, in clearing correspondence and other documents routed for concurrence, to initial the salmon copy. This procedure can lead to doubt and ambiguity as to the identity of clearing officials -- particularly after a lapse of time.

Officials authorized to approve for their agencies material submitted for clearance are requested to sign their names rather than use initials. In this way the salmon copy (or other record copy provided) will carry legible endorsement and adequate identification.

Jackets used on Secretarial correspondence for routing and control (Form AD-114 or P&O-105) need not be initialed or signed. It is sufficient merely to strike through the routing designation to facilitate movement to the next point of clearance.

A large, stylized handwritten signature in dark ink, reading "Joseph M. Robertson". The signature is fluid and cursive, with a large initial "J" and a long, sweeping underline.

Joseph M. Robertson
Assistant Secretary for Administration

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C.

September 14, 1945

MEMORANDUM FOR THE SECRETARY OF AGRICULTURE

Subject: The Proposed Revision of the Regulations Governing the Production of Cottonseed Oil

It is a pleasure to acknowledge the receipt of your letter of September 12, 1945, regarding the proposed revision of the regulations governing the production of cottonseed oil. The proposed revision is being considered by the Department and it is hoped that it will be completed in the near future.

On the subject of the proposed revision of the regulations governing the production of cottonseed oil, it is noted that the proposed revision is being considered by the Department and it is hoped that it will be completed in the near future.

It is noted that the proposed revision of the regulations governing the production of cottonseed oil is being considered by the Department and it is hoped that it will be completed in the near future.

John M. Smith
Special Agent in Charge

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

October 13, 1967

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Career Service Award for 1968

Your excellent response to our plea last year for a USDA winner of the Career Service Award paid off in an award to Horace D. Godfrey. This was the first time since 1961 that a USDA employee was among the winners. With your help we can win again in 1968.

The stature of the awards program sponsored by the National Civil Service League has grown significantly over the years. This is due not only to the quality of the awardees but also to the support given by President Johnson and officials throughout the government.

The purpose of the award is to give nationwide recognition to achievements of Federal career employees. Ten awards will be given based on the following:

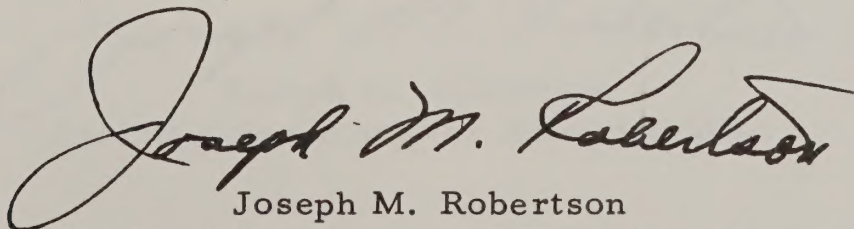
- . A record of exceptional efficiency; evidence of sustained superior performance and accomplishment.
- . A record of integrity and devotion to the principles of public service.
- . At least 10 years Federal service. This includes military service. It need not be all in one agency. There must be evidence of achievement and career progression.

The format for nominations is included in Personnel Bulletin No. 451-63 dated October 11, 1967.

We have people of winning caliber in USDA.

Let's take the action needed to nominate them.

Nominations are due in the Office of Personnel by November 6, 1967.



Joseph M. Robertson

Assistant Secretary for Administration

October 17, 1957

MEMORANDUM FOR THE SECRETARY OF AGRICULTURE

General Information on the 1957

Dear Secretary: I am pleased to hear that the 1957 season of the Great Plains has been a successful one. The weather has been very favorable, and the crops are well along in the harvest. I hope that the 1958 season will be just as good.

The weather in the Great Plains has been very favorable. The crops are well along in the harvest. I hope that the 1958 season will be just as good.

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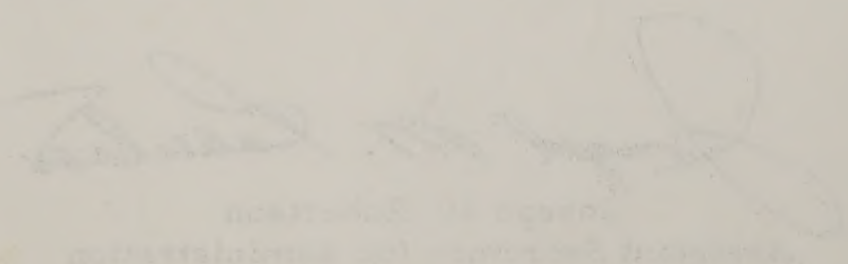
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The weather in the Great Plains has been very favorable. The crops are well along in the harvest. I hope that the 1958 season will be just as good.


J. Edgar Hoover
Director, Federal Bureau of Investigation

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

October 13, 1967

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Arthur S. Flemming Award for 1968

The past two years have brought distinction to the Department in the selection of Lester R. Brown and Edwin A. Jaenke as "outstanding young men in the Federal Government." These people won the Arthur S. Flemming Award sponsored by the District of Columbia Junior Chamber of Commerce in 1966 and 1967.

The twelve years prior to 1966 produced two USDA winners -- Dr. Serge N. Timasheff (1964) and Dr. Daniel Swern (1954).

There are in USDA young men (under 40) who have demonstrated unusual executive, scientific, or technical ability -- or who have been primarily responsible for a specific achievement. You know who they are. It's up to you to take the action needed to provide recognition to our outstanding people.

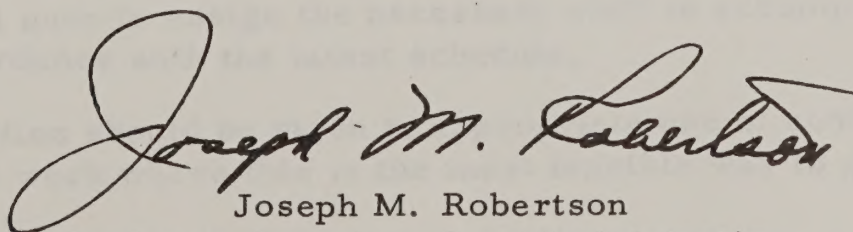
Choose a candidate who can win this year. We want the winning streak to continue into 1968.

Ten awards will be given in February -- five in the scientific or technical field and five in the field of administration.

There is no limit on the number of nominations the Department may submit.

Further details are included in Personnel Bulletin No. 451-62. The official nomination forms provided by the Flemming Awards Commission will be available in personnel offices.

Nominations are due in the Office of Personnel, in duplicate, before November 28, 1967.



Joseph M. Robertson
Assistant Secretary for Administration

October 13, 1961

MEMORANDUM TO HEAD OF DEPARTMENT AGENCIES

Foreign Agricultural Assistance

The past two years have brought a change in the Department's policy of foreign agricultural assistance. In 1959 and 1960, the Department's policy was to provide technical assistance to foreign countries in the form of personnel, equipment, and materials. This policy was based on the assumption that foreign countries would be able to absorb the assistance and use it to improve their agricultural production.

The results of this policy have been mixed. In some cases, the assistance has been used to improve agricultural production. In other cases, the assistance has been used for other purposes, such as the purchase of consumer goods.

It is now the policy of the Department to provide foreign agricultural assistance in the form of technical assistance. This policy is based on the assumption that foreign countries will be able to absorb the technical assistance and use it to improve their agricultural production. This policy will be applied to all foreign countries except those which are not able to absorb technical assistance.

Changes in the Department's policy of foreign agricultural assistance will be effective on October 1, 1961. The Department will continue to provide technical assistance to foreign countries which are able to absorb it.

The Department will also continue to provide technical assistance to foreign countries which are not able to absorb it. This assistance will be provided in the form of personnel, equipment, and materials.

There is no change in the Department's policy of providing technical assistance to foreign countries which are not able to absorb it.

Further details are included in the Department's Foreign Agricultural Assistance Manual, which is available in printed form. The Department will also continue to provide technical assistance to foreign countries which are not able to absorb it.

Respectfully,
Joseph M. Robinson
Assistant Secretary for Administration

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

October 18, 1967

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Improving Financial Management Systems

On June 14, 1966, I asked you to intensify your efforts toward improvements in financial management. In spite of all your efforts the response in some agencies during the past year has been less than satisfactory.

However, after reviewing the recent report to the Bureau of the Budget on financial management improvements, I am convinced that we must accelerate this work and give it higher priority than we have up to this point.

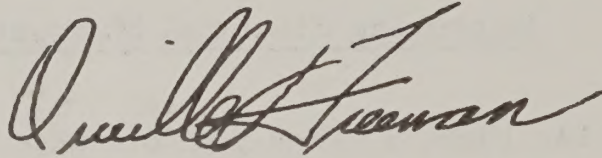
For the most part, it appears that the responsibility for the work to date has been left to financial management people within the agencies. They cannot do this job alone. They cannot make final decisions on the kind of financial data agency heads and other program administrators need. Program administrators should play a part in this determination. As a minimum, the responsibility for guiding and coordinating financial management improvement efforts should not be delegated below the level of Deputy or Assistant Administrator for Management.

It is not enough to merely modify existing procedures so that the accounts will provide monthly accrued cost information, or to meet other technical requirements of the General Accounting Office. Agencies should make a comprehensive review of their internal financial management requirements to be sure that the system is efficient and that obsolete records and reports are eliminated.

Target dates for revised and improved financial management systems have been established each year for several years. For the most part, these have not been met. This situation cannot continue. You must take steps at once to assign the necessary staff to accomplish this work in accordance with the latest schedule.

Serious consideration should be given to appropriate use of contracting for part of the work where this is the most feasible way to get the job done.

Please bring to the attention of the Director of Finance any problems on which assistance is needed, or any anticipated slippage in the approved target dates.

A handwritten signature in dark ink, appearing to read "William H. Friedman". The signature is fluid and cursive, with the first name "William" and last name "Friedman" clearly legible despite the stylized script.

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

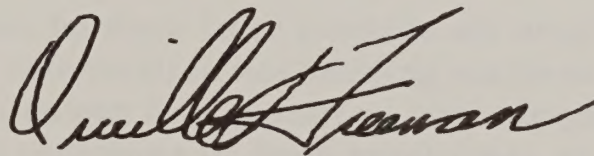
October 30, 1967

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Withholding of Commitments

Recently you were requested informally to withhold and forgo every possible commitment and expenditure until further notice. This was done in view of the general uncertainty as to the level of spending for the current fiscal year.

Approval of the Department of Agriculture and Related Agencies Appropriation Act on October 24 does not change this situation. Therefore, you should continue until you are advised to the contrary to withhold every commitment, obligation or contract unless it is absolutely necessary to the minimum effective operation of your agency.

A handwritten signature in dark ink, appearing to read "William B. Franzen". The signature is fluid and cursive, with a large initial "W" and a long, sweeping underline.

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

October 30, 1967

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Preventive Action on Employee Complaints

Many employee complaints involving matters of conduct and working conditions are successfully settled informally when the issues are discussed face to face with the employee. This suggests that timely preventive action would have eliminated the original complaint in many cases.

The Agricultural Stabilization and Conservation Service (ASCS) has concluded an "improved communications" project between its supervisors and employees in the lower grade levels which might well be encouraged.

In discussing improved communications the ASCS memorandum said:

"One way that this can be done is to provide all employees GS-5 and below with information concerning matters affecting their welfare and to answer any questions and complaints. I suggest that you hold meetings of such employees at least quarterly. You should also use the occasion of these meetings to solicit suggestions for improvement of operations, working conditions, and related matters. You should encourage these employees to submit any questions they may have in advance of these meetings, in writing, without identifying themselves.

"Also, if employees wish to, they should be encouraged to select a committee of their own choosing to present to you any questions, suggestions, or complaints they may have. Also, you may wish to consider holding similar, but separate meetings for employees above the GS-5 level."

The essential principle here is improved communications. Many USDA offices are small units where the group meetings described would not be feasible. It is practicable, however, for supervisors throughout the Department to stress improved communications in regular staff meetings or through other means such as periodic personal interviews.

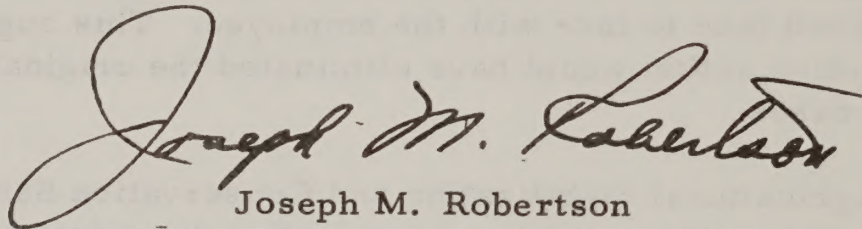
OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

I think it highly advisable that supervisory personnel in all agencies use the techniques of improved communications.

One aim is to avoid instances of employee dissatisfaction which better information would prevent. Furthermore, I'm convinced that better communications will bring about improved operating performance and management effectiveness.

I commend this approach to you for appropriate application in your organization.



Joseph M. Robertson
Assistant Secretary for Administration

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

November 30, 1967

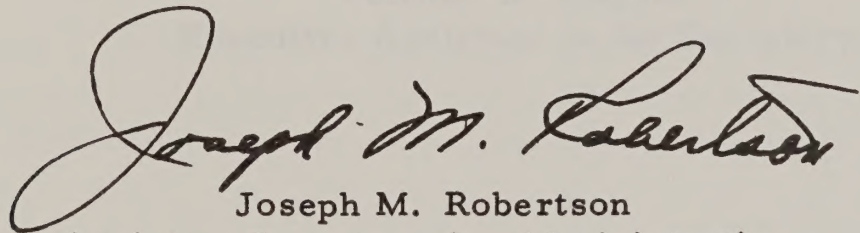
MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Improving Financial Management Systems

Following through on the Secretary's memorandum of October 18, 1967, to agency heads, we are beginning a series of meetings with agencies to aid in improving our accounting and financial management systems.

The first such meeting is scheduled for 9:30 a.m., December 7, 1967, in room 218-A. This meeting will be chaired by the Secretary. Elmer Staats, the Comptroller General, will also be present and will give us his views on the importance of improved financial management.

You are requested to attend this meeting. I suggest you also bring your principal deputy for management and your chief fiscal officer.

A large, stylized handwritten signature in dark ink, reading "Joseph M. Robertson". The signature is fluid and cursive, with a large initial "J" and a long, sweeping underline.

Joseph M. Robertson
Assistant Secretary for Administration

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

November 20, 1967

Information Concerning the Department's

Following receipt of the Department's memorandum of October 18, 1967, in regard to the Department's proposed action to establish a series of working groups to study the Department's organizational structure and management system, the Department is pleased to announce that the following working groups have been established:

The first such meeting is scheduled for November 7, 1967, in room 1152. This meeting will be chaired by the Secretary. Other meetings will be held on November 14, 1967, and November 21, 1967. The Department will give its best efforts to the Department's management system.

It is requested that you attend the meeting. I suggest you also bring your personal agenda for the meeting and your chief of staff.


Joseph W. Robertson
Assistant Secretary for Administration

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

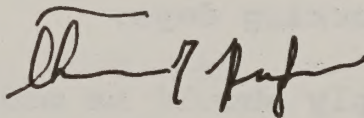
December 4, 1967

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Handling of Presidential Mail

The attached memorandum reminds us of the need for prompt handling of all Presidential mail. Please call this to the attention of your people who handle correspondence.

This is a good time also to stress the need for writing simple, clear and fully responsive letters. We have noted improvements this past year and we appreciate your efforts. To a large extent our constituents judge us by the kind of letters we write to them. Let's put forth a greater effort and apply the highest standards of workmanship to all our communications.



Thomas R. Hughes
Executive Assistant to the Secretary

Attachment (see reverse)

THE WHITE HOUSE

WASHINGTON

November 22, 1967

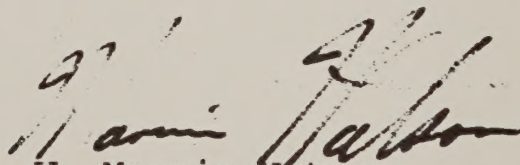
MEMORANDUM FOR HEADS OF
EXECUTIVE DEPARTMENTS AND AGENCIES

This is to remind you of the need for expeditious handling of mail addressed to the President and referred to you for reply.

In 1965 the Departments and Agencies were advised that:

1. Referred correspondence should be acknowledged within 48 hours, excluding weekends and holidays.
2. Where preliminary responses are necessary, anticipating substantive replies later, the follow-up letters should be dispatched within five working days.
3. Reply should be made to all incoming correspondence with an identifiable name and address.

These guideposts continue to prevail. Each Department and Agency should be able to comply with them and, when required, to develop procedures to ensure that they will be observed.


W. Marvin Watson

Special Assistant to the President

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

This memo will be implemented by
a C&MS ~~Instruction~~ Instruction

December 21, 1967

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES
AND
CHAIRMEN OF STATE ADMINISTRATIVE COMMITTEES

Consolidation of Offices

Secretary's Memorandum No. 1492 revitalized the consolidation program of the Department in 1962. Consolidated offices provide one point where the public can get information and service. It thus helps our program of improving communications with the public. Consolidation also aids in program coordination and provides opportunities for joint common services.

We have made steady but not spectacular progress in achieving consolidations since 1962. Recently, the President at a Cabinet meeting commended the Department for its program. Leaders among State Administrative Committees in achieving county office consolidations are:

Most net consolidation, 1962-1966

Nebraska	44
Illinois	39

Most consolidations in 1966

Colorado	16
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Highest percentage of consolidation

Rhode Island	100%
Puerto Rico	96%

Letters recognizing the work of these committees have gone to them.

Consolidation is a challenging and difficult assignment. Only a little over half of our county offices are consolidated. A total of 31 of the 50 States and Puerto Rico have consolidated offices. We cannot rest. I am sure there are many counties where a little more effort, a little give by one agency or another, or just taking another look at the problem, will result in consolidation and provide lasting benefits.

The State Administrative Committees have the responsibility on the ground. Their job can be made easier by the full and complete cooperation of the agencies. I ask agency heads to again point out to all personnel the importance of this program to the Department and in the Government-wide program of improving service to the public. I also urge State Administrative Committees to take a fresh, hard look at all locations where consolidation has not been achieved.

